SEPTEMBER • 1959

Supervisory Management

PLANNING IS HALF THE JOB

With a good plan, even the "factors beyond your control" won't catch you off guard.

WHAT IS INSUBORDINATION?

If you use "insubordination" as a catch-all charge, you may have trouble making it stick.

Disabled Workers Build Million-Dollar Industry

Experience with handicapped workers proves that it's motivation that counts.

AMERICAN MANAGEMENT ASSOCIATION

"This I Believe..."

The Measure of Ability

By Henry Viscardi, Jr.

President, Abilities, Inc.

NONE OF US is without limitations. But sheer physical strength is no measure of ability.

Homer could have squatted in the dust at the gates of Athens. The rich would have pitied him and tossed gold into his cap because he, like Milton, was blind.

Julius Caesar, the first general, statesman, and historian of his age and, excepting Cicero, its greatest orator, a mathematician, a philologist, a jurist, an architect—he was an epileptic.

There are no disabled people—only people. The extremes of physical suffering carry with them a great complement, the patience to struggle.

There is nothing which can substitute for this basic human right; no honors, no pensions, no parades, no subsidy, can replace the wish to live and work in dignity, in free and open competition with all the world.

—from *Give Us the Tools*

© 1959, by Henry Viscardi, Jr.

VOL. 4 NO. 9 • SEPTEMBER 1959

Supervisory Management

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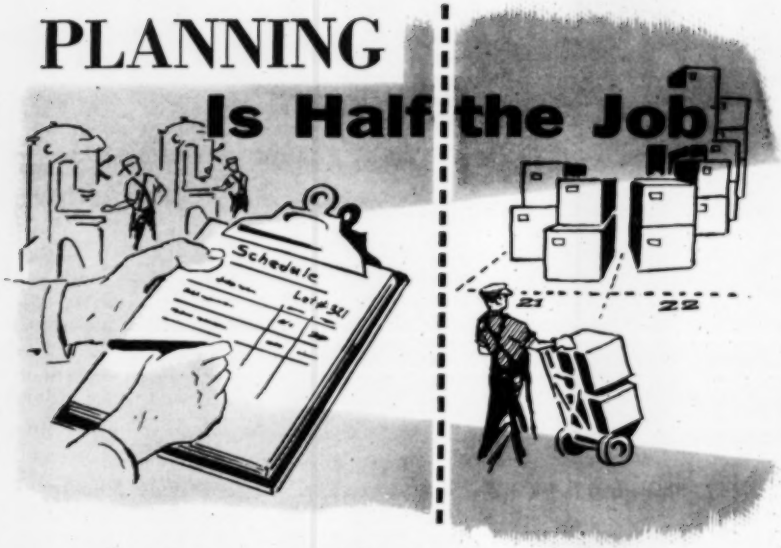
SUPERVISORY MANAGEMENT, September, 1959, Volume 4, Number 9. Published monthly by the American Management Association, Inc. Publication Offices, 10 Ferry Street, Concord, N. H. Editorial and Business Offices, 1515 Broadway, New York 36, N. Y.

Address all correspondence to SUPERVISORY MANAGEMENT, *American Management Association, Inc., 1515 Broadway, New York 36, N. Y.* Please notify us of change of address *six weeks in advance,* and include postal-zone numbers in all addresses.

Subscriptions: $7.50 per year (AMA members $6.50); bulk rates available. Single copies $1.00 (AMA members $.75). Second-class postage paid at Concord, N. H. The Association does not stand sponsor for views expressed by the authors in articles issued in or as its publications. Copyright © 1959 by American Management Association, Inc.

Printed in U.S.A.

PLANNING Is Half the Job



By William Ruchti

In the long run, it's easier to look ahead than to cope with last-minute crises.

A SUPERVISOR had just been named "most valuable employee of the year" in his company newspaper's poll of workers and managers. He was awarded a free trip for two to Hawaii.

"How'd you ever do it?" his fellow supervisors asked admiringly.

"Just talent, I guess," he joshed. But that night, when he was talking with his wife, he said: "You know, I think I won because of one little device. It's probably not the only reason, but it's a big reason.

"When I leave the plant at 5, I don't even think much about what happened today because I can't change that any more. Instead, I think about what may happen tomorrow, or next week, or next year."

This supervisor was thinking ahead.

Some companies consider such foresight so important that they require managers to spend a specified amount of time in planning. The higher ranking the manager, the more planning he must do—and the longer ahead he must plan. A vice-president, for example, may be required to spend 33 per cent of his time thinking in terms of five or ten years ahead.

The reason: Planning is an effort to shape events of the future. Of course, external factors, events that can't be controlled, may interfere with even the best-laid plans. But without plans, future events are left to chance—and Lady Luck is notoriously fickle.

Another real value in planning (besides the end plan itself) is the thought that's gone into it. The more you steep yourself in a problem, and the deeper you understand it, the more reliable your solution. The more fully you've planned—that is, the more systematically you have thought about the problem—the less likely you are to be taken by surprise if any detail goes wrong. If you've anticipated trouble and are ready with a solution, you can produce alternatives with minimum time and effort in a crisis.

Answer two questions

Planning, then, is a definite, deliberate effort to answer two questions:

1. What is the job I'm going to do?
2. What is the best way to do it?

Unless the supervisor answers these two questions clearly, intelligently, and *well before* he undertakes a piece of work, chances are he won't achieve either effective operation or profitable management. Why? Because planning establishes the goal ("What is the job I'm going to do?") and sets up directions that show how to achieve that goal ("What's the best way to do it?").

Notice the important phrase, "well before." Last-minute planning is almost as bad as no planning at all. For one thing, a last-minute plan is likely to be hurried and, as a result, may leave out important factors. For another, even if a last-minute plan *does* include all the possibilities, there may not be time to put it into effect.

Effective planning must also be continuous. It doesn't stop when production starts. Rather, it goes on day to day, month to month throughout the progress of each job. No matter how fully developed or carefully prepared, plans usually have to be modified to meet changing conditions and unforeseen emergencies.

Yet the need to adapt and adjust is no argument for careless planning. It's easier to modify systematically and economically when the original plan is sound.

Off to a good start

Let's make one more distinction about planning. As thinking ahead, it is the start of all effective, productive effort. Yet it is not to be confused with organization, which is the *means* for putting plans into effect. To start, we develop a plan; after that, we organize men, methods, and equipment according to the plan. The effectiveness of organization, then, depends upon the thoroughness of earlier planning.

Consider it in terms of building a

house: The thinking is done by an architect (a house planner). Actual construction is done by a contractor, who organizes the workmen, methods, and equipment to execute the architect's plan. No matter how good a job the contractor does, the finished structure will be successful *only* if the architect's plan has been a good one.

Building a business house

The object of supervisory planning is, of course, to accomplish the most and the best possible work at the lowest possible cost and according to the plan.

That sounds easy, but it imposes a heavy responsibility upon the supervisor—toward his workers, his fellow supervisors, and his employers. He must make working conditions as efficient and pleasant as possible for subordinates. He must maintain his unit's output on schedule so that his operations dovetail with those of other departments and so that over-all company production is maintained. Finally, of course, he is responsible to the company for turning out the work quickly and economically. This may sound something like keeping five china plates in the air while playing a bagpipe and spinning a hoop around the left ankle. Nevertheless, it can be done.

The supervisor who knows and practices the basic principles of planning can fulfill his management responsibilities. His workers are not rushed one day, and idle the next, nor are they constantly shifted from job to job. His unit suffers fewer interruptions and delays; unnecessary overtime is minimized.

6 basic steps

Here are six steps of procedure that will apply to any plan—whether it's to establish a new filing system, revise personnel documents, or manufacture heavy machinery:

1. *Define the goal*—know what you want to do.
2. *Collect all pertinent data*—become informed.
3. *Develop the best method*—once the data is gathered and sifted, you should be able to decide how best to proceed. Eliminate unnecessary steps, combine steps where possible, simplify procedure, set up priorities.
4. *Organize*—select (and train, if necessary) the people who are to execute the plan; arrange for their tools, equipment, and materials; eliminate all obstacles that can be foreseen.
5. *Put the plan to work,* keeping an eye out for possible flaws that indicate a need for revision. (If you're hesitant, remember that the best plan ever put on paper is still only paper until it is put into action.)
6. *Follow up*—supervise the plan as it proceeds to make sure that all aspects are working out correctly.

From these steps, it's obvious that the basis of effective planning is a careful analysis of the problem. It is analysis that takes the time, for

finding the one best solution requires that, first, you find and eliminate alternatives.

"Results! Why, I have a lot of results," Thomas A. Edison is supposed to have remarked. "I know several thousand things that *won't* work." By the same token, the supervisor who is making a plan may have to plow through several impractical versions before he finds one that will work.

Now let's see how a supervisor can put these planning steps into action. Let's assume he's a shop foreman.

Defining the goal

The foreman's first step is to determine his goal. When he asks, "What is the job I'm going to do?" his answer is: "Produce machinery to fill an order."

His next step begins to answer the question, "What is the best way to achieve my goal?" Clearly, he can't produce the product without a production schedule, so he decides to draw one up.

Collecting data

Preliminary production planning requires him to *size up the job*. In some ways, this is the most important step because it is the basis of all further planning within the department. Most planning errors occur because a job was not properly analyzed in the beginning. Failure to size up the job in a production department can cause difficulties, not only in the department, but all the way down the line—even to the shipping docks.

The 6 Basic Steps of Planning

1. Define the goal
2. Collect all pertinent data
3. Develop the best method
4. Organize the work
5. Put the plan to work
6. Follow up

It is common sense to measure a job carefully. Suppose you were assigned to a new company that made a product you didn't understand. Wouldn't you study the product, see how it was made, look over each operation, study the men and equipment that perform the work, ask how and when needed materials come into the department?

In other words, you'd analyze the work to be done; you'd size up the job. You should do the same thing for each new job in your present operation.

To do so, collect *complete* information about the new order—and any other job like it that your department has performed in the recent past. Then compare past experience with future probabilities. You'll probably find many similarities—and a few differences, too. These differences must be recognized if you want to tailor your production schedule to fit the new job.

Data about earlier jobs should be

available in your department's files and from specifications, drawings, operations schedules, and other documents. Information about the new job will be issued to you (usually as far in advance as possible) in the form of new specs, budgets, schedules, and orders. If these habitually arrive so late that you're forced into last-minute planning, take the matter to your superior.

Developing the best method

The foreman can decide *how to do the work* once he knows how far he can follow—and how far he must alter—earlier methods. After he has collected all pertinent information, he'll have a fairly definite idea of how to handle the job.

He must take time, however, to consider production improvements that have been developed since former lots were produced. Any such change will probably affect his scheduling. If there have been no recent improvements in production methods, this is the time to consider whether any can be made.

Organizing the plan

The foreman's next step, organizing the plan, is by far the most extensive and complicated. In essence, he must organize his men, machines, and materials so that they produce the desired product.

His initial estimates of man- and machine-power requirements will be subject to revision when he learns more about his deadlines—when he knows how fast his department must perform its job. Even so, he knows the requirements of other lots that will be in production at the same time as the new lot. With that as a basis, he can estimate the labor, equipment, and material totals of the whole effort.

Estimating manpower: The foreman should list his available workforce according to function—fitters, riveters, assemblers, joiners, trimmers, welders, and so on. Then, he can compare the normal daily output of each group—say, the welders—with the amount of welding that is required for the new job. (These requirements are usually shown on the operations schedules supplied to the foreman.)

Estimating machine power: The supervisor should also list the machines required for the new job, according to each machine's function—drills, punches, and lathes, for example. Then, from his current operations schedules, he can see what loads these machines are already carrying. Time left over will be available for the new job.

If he lacks the equipment necessary for the new job, his plan will show him, in advance, the exact place that trouble will occur. And *he still has time to take steps to prevent it.*

He may, for example, take these steps: Run his machines nights as well as days; transfer surplus work to other machines in the same department, provided they can accom-

modate the operation; transfer the surplus work to machines in other departments (which requires interdepartmental liaison and cooperation); farm out all or part of the surplus work. To find the best solution, the supervisor should consult the manager who is in close touch with the plans of all departments.

Extra equipment: In planning department needs, the supervisor should also consider extra equipment needs. If ladders, scaffolding, or special tools are necessary, now is the time to arrange for them.

This is also the time to plan equipment repairs. It's better to take time out for repairs than to wait for a costly breakdown.

The supervisor must also consider new equipment needs. This isn't a daily concern. Yet, when it is time to buy new equipment, the supervisor can designate the proper time for purchase and installation so that it helps, rather than hinders, production.

Estimating materials: For materials, as for equipment, clear-headed planning is an absolute necessity. Without materials the department is helpless. Schedules given the shop supervisor will tell him well in advance of production what raw materials he'll need. He can learn, from the purchasing and stores departments, when they'll arrive and where they'll be kept. With this information, he can plan precisely how and when to use the materials.

Those that arrive as partly completed work from other departments require a different provision: The foreman must keep in touch with these departments, learn how their work is progressing, and shape his plans accordingly. He can't afford to sit back in the hope that the other departments' work *will* be completed on time. Instead, he should check for possible delays, then—if he finds them—plan to fill the time usefully within his own department. If possible, he should also find ways to make up the delay in his department after the late materials arrive there.

Preproduction testing: No matter how painstakingly a plan is developed, it cannot be relied upon until tested. (It's been said that you're probably making progress if every mistake you make is a new one!)

Getting Results From a Plan

Find the right balance—of men, methods, equipment, supervision.

Provide the proper facilities.

Control production—prevent or correct errors; keep on schedule.

Help subordinates make their own plans.

To test in advance requires answering two essential questions:

1. Can the proposed operation be accommodated within the over-all production schedule? Is there time to perform the job as proposed? If not, better make other arrangements. A shortage of manpower, for example, could require hiring temporary workers.

2. Is the production schedule complete and accurate? In other words, are all operations listed correctly and in the best possible sequence? About the only way to tell is to double check your schedule. This is essential to avoid the kind of error that could tie up—or mangle—the entire plan.

Integrating the plans: While the responsibility for department planning rests with the supervisor, he needn't feel that he has to make all plans without help. On the contrary, he should take full advantage of whatever help is available from his superiors, from staff consultants, or from engineers.

While every department plan must be complete in itself, it must also mesh with over-all company planning. The end product must match specifications from engineering, cost estimates from purchasing, delivery dates promised by sales, and so on. There's little sense for a department to produce one lot, however flawlessly, if the next department doesn't need that lot, but is held up and waiting for another.

Unless put into effect properly, even the best-made plan is useless. A supervisor may be able to make plans, but have difficulty in carrying them out. How can he actually get the results that he plans?

Working the plan

The best way is to provide a productive work climate by:

Balancing his organization. As mentioned earlier, the organization is the *means*—the men, methods, and equipment—for putting plans into effect. Each component must be present, in proportion to other factors. For instance, the department must have enough qualified personnel to meet work needs, but not so many that labor costs become disproportionate. Similarly, there must be a balance between indirect and direct labor—just enough stock men, say, to supply the production workers in proper quantity. Also, employees must have the right kind and right amount of supervision. They should be neither over- nor undersupervised.

The right balance will differ with each organization. Determining it will require the supervisor's common sense and good judgment.

Providing the best working conditions. The supervisor must provide proper working facilities, to minimize effort and increase production. The boss must see what materials are needed and have them ready; line up assignments in advance so that workers can proceed from one job to another without delay; check

that all necessary equipment, tools, time, and space are available.

Controlling production. Good workmanship doesn't just happen; it has to be cultivated, with continuing attention. Thus, an important supervisory control is insistence upon good quality and high standards.

The best way to obtain economical production, of course, is to see that work is done right the first time. Preventing bad work is far more effective than merely detecting it.

Once slipshod work *is* discovered, however, the supervisor should go straight to the root of it, analyze the basic difficulty, and see what can be done—not only to rectify the immediate error, but also to prevent its recurrence.

The supervisor must also keep production on schedule. He may do so by a visual check of work in progress. He can also keep records to show what has been done and what needs to be done. His third management tool: the records that other people supply him, which again compare intended output with actual output.

Anticipating the things for which subordinates, too, should plan is a final vital method for keeping tabs on production. This is especially important for the supervisor who has assistants. He must take time to ask, "What is the most serious thing that could go wrong?" then request subordinates to prepare plans for keeping it from happening—or for fixing it fast, if it does happen. Result: Everyone concerned becomes steeped in the problem. In the end, they are prepared for the emergency, because they have thought about its causes and cures (and, perhaps, alternative treatments) *before* the event actually occurs. The supervisor must take the lead in this sort of planning. Few staffs will prepare for emergencies unless they are required to.

Follow-up

Once the plan is instituted, it will normally require only occasional checking to see that it is working out as expected.

At this point, the foreman (who is probably busy planning the next new job) needs only to keep an eye on specific check points: Have raw materials and manufactured parts arrived on schedule? Are the sched-

How to Organize a Plan

- Estimate manpower requirements
- Estimate machine requirements
- Arrange for extra equipment, if necessary
- Plan equipment repairs
- Estimate equipment needs
- Estimate timing and scheduling
- Integrate the plan with other departments

uled men and machines actually available? Is the production line running smoothly?

If all goes well, the supervisor may safely assume that his plan is working. He may then manage by exception: Give personal attention only to deviations, upsets or mishaps, and emergencies. Normally, he is alerted to such events by his assistant, an associate foreman, subordinates, or some other alarm system which he should plan and pre-establish as a standard part of his over-all administration.

In general, his department should be so organized that he can turn over his plan to the people he's trained and expect them to see it through as he conceived it.

Test your planning ability

It's obvious, then, that the supervisor has many responsibilities that he cannot fulfill without careful planning. Here are some questions that a supervisor—whether he manages shop or office—might ask himself, as a test of his planning abilities:

1. Can I give ready and definite answers to inquiries about the over-all output capacities of the manpower and facilities that I supervise?
2. Do I work out—and maintain—definite deadlines by which designated jobs are to be completed?
3. Can I show blocked-out work allocations and schedules for both manpower and equipment time?
4. Do I have control points (and measures) from which I can take readings at intervals and thus report on work in progress?
5. Do I have a practical grasp of possible problems involved in changing types, quality, or amount of production?
6. Does my department have frequent, unexplainable crises?
7. Do I have a plan for removing unusual problems from the regular flow of work and for singling them out for remedial attention?
8. Do production records for my department indicate excessive overtime, work hold-ups or stoppages, failures to meet schedules, or complaints?
9. Can I size up both the potential and the limitations of specific people whom I supervise, and do spot checks of my appraisals bear out my judgments?
10. Have I trained subordinates so that absenteeism is no problem, so that work left by an absentee is automatically picked up for prompt handling, so that work would continue even if I were absent or promoted? ◆

TRAINING MEANS learning the rules. Experience means learning the exceptions.

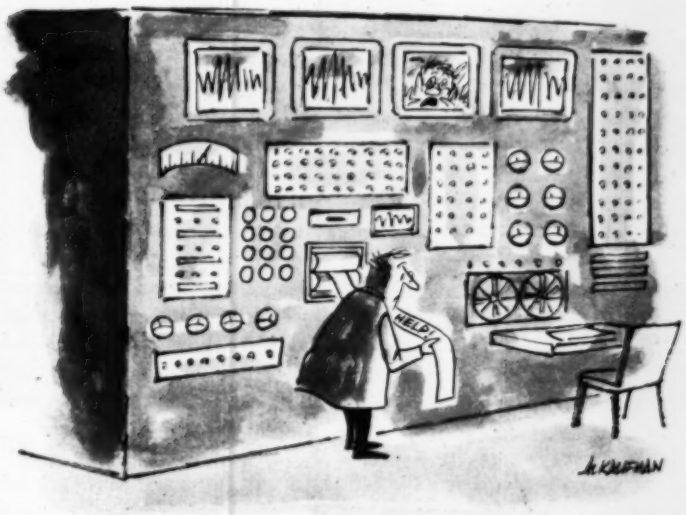
—*Indianapolis Times*

The Hand That Rocks the Cradle . . . ?

THE ECONOMIC POWER OF WOMEN has been greatly overestimated, A. Wilbert Zelomek asserts in his book, *A Changing America* (John Wiley and Sons, New York, 1958). Dr. Zelomek debunks the long-standing idea that women own, operate, control, and dominate American business. "Women own 52 per cent of all common stock listed. If this gives you a picture of 56,000,000 women, each with a little bundle of stock in her name, dismiss it," he writes. "The bulk is still owned by a few wealthy women, although there are more and more middle-income women being added to the list of stockholders." Moreover, Dr. Zelomek says, owning is not controlling; women usually leave their investment decisions to men, and they prefer men as stockbrokers.

It is true that women own more than 50 per cent of the stock in some of the giants of industry, including AT&T, DuPont, and General Electric. But Dr. Zelomek points out that they do not control the companies they "own." Women are seldom found on the board of directors, and they have little voice in determining policy within the company.

—ELMER ROESSNER
in *Business Today*



DISABLED WORKERS BUILD MILLION-DOLLAR INDUSTRY

By Harold E. Yuker, William J. Campbell, and J. Richard Block

Physical handicaps don't stand in the way of people who want to work.

IF SOMEONE TOLD YOU that a man without arms or legs was working on an assembly job, or that a blind man had a job inspecting electronic equipment, you might not believe it. And, if you were further told that people like these were hired without even a pre-employment physical—yet were at least as productive as nonhandicapped workers in similar jobs—chances are, you'd be even more dubious. But it's happening every day, at a plant on Long Island. Research at this plant is proving that handicapped workers need just one major prerequisite: the motivation to work.

Unfortunately, many people don't know it yet. They may feel that physically handicapped people are "different," or "not normal," or somehow inferior—that they are unemployable in competitive industry. Some feel that while most handicapped people cannot work in

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◀ **Left:** A paraplegic leadman supervises a worker who is an amputee.

industry, a few can—if they are very carefully screened, and are given only certain carefully selected jobs. Yet the fact is that not only are a great many handicapped people employable, but few, if any, special considerations need be taken into account.

Erroneous opinions about the handicapped are found at all levels of industry, from the presidents of corporations all the way down the line. They are often reflected in a company policy requiring a strict physical examination—which automatically guarantees that the handicapped person will not be hired. Even if there isn't such an examination, the personnel department will usually be unwilling to "take a chance" on a handicapped employee. But if, by some lucky accident, a handicapped person manages to overcome these obstacles and is hired, then the supervisor may ask, "What am I supposed to do with *him?* How can I set standards for this man? I don't have the time to supervise a man that closely." Since supervisors often have no previous experience with handicapped people, they are understandably cautious. They feel that the handicapped person will create problems.

But the evidence indicates that most of the anticipated problems are not problems at all. If the supervisor knew the facts, he would not have many of the doubts he now has. He would know that the handicapped person is often a superior worker.

These statements are based on documented research on the employability of the handicapped worker, carried out at Abilities, Inc., in Albertson, Long Island, New York. Before we look at this evidence, it might help to describe Abilities.

Abilities, Inc.

Abilities, Inc., is a manufacturing plant that does subcontracting work for various companies.* It employs approximately 400 people, all of whom are severely disabled. Many of them have several disabilities: They are victims of polio, cerebral palsy, paraplegia, epilepsy, visual and auditory defects, and many lesser-known diseases, including progressive diseases. There is no pre-employment physical examination of any kind. Employees are not preselected; they are sought through ordinary channels of employment.

Except for the fact that all its em-

*The full story of Abilities, Inc., has been told in *Give Us the Tools,* by the president and founder of Abilities, Henry Viscardi, Jr. Taplinger Publishing Company, New York, June, 1959. $3.95.

ployees are disabled, Abilities is like other manufacturing plants. Wages are competitive with those in other plants. Contracts are obtained through competitive bidding. Working conditions are the same as in most industrial plants. That is, all equipment is standard industrial machinery with, at most, minor modifications. All employees must put in a 40-hour week.

Under these standard competitive conditions, Abilities has been extremely successful. Since its start in 1952, it has grown from a workforce of five to approximately 400 employees in 1959. Its physical plant has grown from a 2,000-square-foot garage to a 40,000-square-foot, air-conditioned plant. Its assets have grown from an $8,000 loan in 1952 to a gross business of approximately $2,000,000 in 1958. This growth serves as concrete evidence that the handicapped worker can be employed successfully in competitive business and industry.

The employees work at many different kinds of jobs in five manufacturing departments. There is also a clerical and office staff. Every employee, including the president, Henry Viscardi, Jr., is disabled.

Five departments

One of the largest departments is the harness-and-cable department, where many items are manufactured for various electronic companies. This department produces harness and cable assemblies used in aircraft instrumentation, firing systems, radar units, guided-missile-control panels.

Electronics is the next largest department. It is devoted to assembling amplifiers, printed circuits, resistor boards, potentiometer components, etc. The products of this department are used in the fabrication of business machines, radio panels, and other electronic equipment.

Another department is packaging. This section of the company is devoted to preservation packaging according to government and manufacturing specifications. Diverse items like aircraft parts, parachute packs, electronic components, spare-part kits, and code scramblers are packaged here.

The coil-winding department turns out products used in electrical motors, transformers for electronic assemblies, resistors, control mechanisms for computers, and other electrical testing and control mechanisms.

The mechanical-assembly department assembles parts made of metal, plastic, and other materials. The work performed in this section ranges from drilling simple holes in metal through bending, cutting, riveting, and countersinking operations, heat treatment of metal, and spray-painting operations.

Human Resources Corporation

Closely connected with Abilities is its subsidiary, Human Resources Corporation. H.R.C. does teaching

and research in three major areas: medical, psychosocial, and bioengineering.* In its research function, H.R.C. studies problems of the employment of the physically handicapped. In its educational program, it disseminates information. As part of the educational program, H.R.C. conducts seminars and tours of the plant for interested people in industry. During 1958, over 4,000 people toured the plant. Although H.R.C. operates as a division of Abilities, Inc., its research program is completely independent of the manufacturing operations, except that all employees of Abilities are subjects in the research program.

Here are some of the findings that have come out of H.R.C.'s studies.

Selection

In hiring, supervisors frequently refuse to consider a handicapped person because they feel that he will be physically unable to perform the job, or that he doesn't have adequate past experience.

The experience at Abilities indicates clearly that successful performance on the job is not related to physical disability. People are hired *without any physical examination whatsoever*. They state what their disability is and, much more important, what their abilities are, and this is considered sufficient. Despite these "lax" standards, records of productivity and safety are excellent.

This double amputee operates a Gisholt turret lathe to assemble hydraulic hoses.

There is, incidentally, a physical examination *after* the employee has been hired. Our personnel director says, "We hire a man first, then have a doctor examine him, as part of our research program in connection with H.R.C."

Our experience further indicates that past-employment experience is not necessary for success on the job. Many of the most successful employees have had little or no work experience of any kind; they

*To date, three detailed research reports have been published and are available from the Human Resources Corporation, Albertson, New York:

H.R.C. Study #1: *Abilities, Inc., Medical Research Program.*

H.R.C. Study #2: *The Disabled Workers at Abilities, Inc.*

H.R.C. Study #3: *A Study of the Adaptability of Disabled Workers.*

have developed skills to the point where they are involved in complex assembly and testing operations. There is no evidence that the complexity of any worker's job needs to be limited by that person's physical handicap.

Motivation—the important test

Does this mean any handicapped person can be hired? By no means. Instead of physical criteria, the test of motivation is applied. At a preliminary interview between the job applicant and the personnel director, and at a later group interview that includes the appropriate supervisor, Abilities, Inc., tries to find out whether the applicant is well motivated—whether he really wants to work.

The well-motivated employee is interested in his job. He tries to do as good a job as possible. He is interested in learning all he can. If a person has these qualities, his physical disability will be relatively unimportant. He will be able to do many difficult jobs, and do them as well as the nonhandicapped.

How do you check on motivation? Our best indications so far are those that develop in the interview. One good sign is a willingness to learn a certain job—or to try out for a variety of jobs. Another sign is the applicant's attitude toward transportation. Abilities, Inc., provides no special transportation for employees—and for some applicants this becomes an immediate obstacle to employment. Others say, "I

Down—But Not Out

ABILITIES, INC., is a factory run by and for the disabled. It was started in 1952 with one paralyzed worker in a grimy, unfurnished garage. Within five years, it had grown to a million-dollar business with more than 300 employees in a shining new plant of its own. Behind every employee is the thrilling story of a human life rebuilt from ruins. Today, Abilities stands as a national and international model for all the world to see.

One of its executives wears two steel hooks in place of hands. If you ask him how he manages, he'll observe drily that he's no handshaker, or backslapper, but he knows how to get things done.

A woman who is both blind and deaf has served with sure-fingered skill on the production line. Another employee lies on a litter, flat on his back, and does a day's work every day. He has never thought of himself as a symbol, but call him that if you like. He's down, but far from out.

—HENRY VISCARDI, JR.
in *Give Us the Tools*

© 1959, by Henry Viscardi, Jr.

have no car and I don't know exactly how I'll get here—but I'll get here!" They usually do.

As the personnel director has said, "That's a much tougher 'examination' than you might suppose. Many of our people have to ride the buses at rush hour. They'll tell you that it's the hardest thing they do all day. And yet some of them come 25 miles or more, change buses three or four times, and do it twice a day every day in all kinds of weather. If they have strength enough and determination enough to do that, we feel that they are able to sit quietly at a bench and do their work."

In general, we find that a job applicant who mentions obstacles without trying to figure out how to overcome them is probably not well motivated for the job.

Another indicator is the applicant's own attitude toward disability and disabled people. Those who do not see the disabled as basically different from other people are most likely to succeed.

What about training?

Since most of the people hired at Abilities have little or no previous experience, it is necessary to train them. This is done successfully on the job. If the employee is well motivated, he will learn quickly and well.

Mr. Viscardi cites the case of Chuck Loman, 52 years old and paralyzed from the waist down. "Loman is mature and capable; there's nothing wrong with his hands or his mind; he has nine times the incentive of the average worker, because he knows he's in a tough spot.

"Loman wanted to work but no one would hire him until he came to us. It took us about two hours to show him our cable-lacing technique. It took him a couple of weeks to catch on. About what you'd expect from any man on a new job."

Built-in motivation

As supervisors increasingly recognize, motivation is the key to productivity. It's usually up to the supervisor to see that his staff is kept at a relatively high level of motivation.

But with well-selected handicapped workers, this necessity is not so pressing. These employees are often self-starters; their motivation is built in.

There are many reasons for this. The main one is that the handicapped person often feels he has to prove he is a good worker. He wants to show that he is as good as anyone else. If he has been out of work for a long time, he is tired of sitting around and is glad of the opportunity to do something constructive.

A handicapped person who is highly motivated can often perform tasks that seem to be impossible. For example, among Abilities' employees is a man who was born without arms or legs, yet is physi-

cally self-sufficient. He dresses himself, feeds himself, drives his own car as a member of a five-man car pool. He has a normal home life, is married, and has a young daughter.

Motivation can also compensate for lack of experience. Some of Abilities' best employees never worked before. Almost none of them worked at jobs similar to those they are now performing. And yet, after training, they have all become efficient workers.

This brings us to the very important point that not all handicapped people are employable or even good workers—but then, not all physically normal people are good workers. It's important to distinguish between those who are well motivated and those who are not.

Productivity

The "proof of the pudding" is, of course, productivity. If supervisors and personnel directors were convinced that handicapped workers could be extremely productive workers, they would be willing—and even anxious—to hire them. Thus, the question is: Can disabled workers produce as much and as well as nondisabled workers? All the evidence indicates that they can.

An exact comparison of the productivity of disabled and nondisabled employees would be impossible without a controlled experiment —which we can't conduct because we hire only those who are disabled. The best proof of our employees' productivity, however, is the growth of our business—in competition with other companies hiring nonhandicapped workers, and at the wage rates prevailing in manufacturing companies in our field.

Recently we had occasion to bid on a magnetic-coil assembly; our bid was low enough to win the contract. Later, we were able to reduce the price still further, to a point far below any other company's offer.

Flexibility

Some people in industry believe that while a handicapped person can, with sufficient training, learn to do one specific job, for the most part he is not very flexible. In other words, they feel that if it were necessary to transfer him from one job to another, his production would show a significant drop during a somewhat extended training period.

This problem is especially important at Abilities, since the company operates as a subcontractor. As each contract is filled, a new one takes its place. The new contract may require new skills and the use of new machinery or equipment. To meet the changing demands of new contracts, every employee at Abilities must be able to perform at least three widely different jobs satisfactorily.

This evidence strongly indicates that the handicapped worker can be

at least as flexible as the physically normal worker.

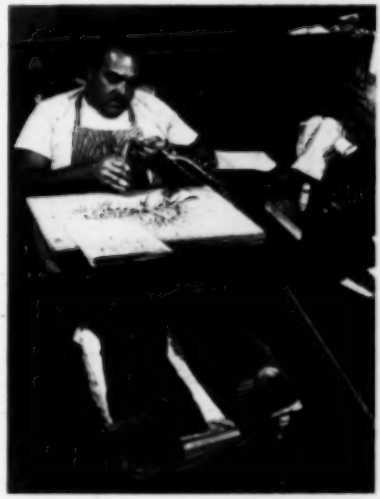
Safety

Some supervisors worry about the safety factor in using handicapped workers on production jobs. A safety-conscious supervisor might say: "I don't want my record spoiled."

And yet, handicapped workers actually tend to have better safety records than nonhandicapped workers. In its six-and-a-half years of operation, Abilities has had a total of only four compensable accidents (one of which was a bee sting). In no case was the accident related to the physical disability of the employee.

The character of Abilities' safety record is demonstrated by the fact that its insurance rates have been lowered each year for four years—so that it now pays only 48 per cent of the normal rates, figured on the basis of those established for a conventional industrial organization of the same size, in the same industry. In other words, rather than paying higher insurance premiums, Abilities, Inc., pays less than half the rate paid by similar companies employing mainly nondisabled people.

A major reason for the superior safety record can be found in the attitude of the disabled workers. The proverb, "once bitten, twice shy," applies especially to them. A person who is already handicapped will usually be careful to see that it doesn't happen a second time.



This man is confined to a wheelchair litter because of a fused spine, but he is a productive harness and cable assembler.

Attendance and tardiness

Another common assumption is that handicapped workers will be absent more than nonhandicapped workers. People may assume that a handicapped worker will more often feel too ill to work, or that he will more often have to see a doctor. But the evidence indicates quite the contrary.

At Abilities, attendance and tardiness records are superior to those prevailing in industry. For example, the average percentage of

days absent for personal leave at Abilities is less than half the Department of Labor figure for industry; and absences for illness at Abilities are only two thirds of the industry average.

The superiority of the attendance records can be traced back to motivation. The employees want to work. They enjoy working. They are interested in their jobs. As a result, they come to work on days when a less interested employee would stay home. In extremely bad weather, Abilities often has a significantly higher rate of attendance than other industrial plants in the same area.

Job modifications

One question that arises time and time again is whether "special allowances" must be made for handicapped workers. How must the work situation be adapted to the abilities of the handicapped person?

In the first place, many disabled people can perform most jobs without any changes whatsoever. People in this category can work at a bench and meet the same standards of quality and production as the nondisabled. Thus, a person who is confined to a wheelchair and has two good hands poses no problem. The Abilities plant itself, and most of the equipment in both the office and the factory, are standard. People in wheelchairs can work at a regulation desk, go through regulation-width doors and aisles, work at regular benches and tables. They cannot negotiate stairs, and there are none in the plant; but many handicapped people are not confined to wheelchairs, and even those who are can, of course, use elevators.

In the second place, there are some jobs in which a modification of the work or workplace seems to be called for. All modifications are inexpensive, and most of them would make it easier for *any* employee to do the job.

Since there is no effort to segregate employees according to handicap, a given operation may be performed by employees with different kinds of disabilities. Therefore, it would not be economically possible to make elaborate modifications for each employee.

Here are some typical modifications: *1*) An air-clamp-holding device which allows a nonhandicapped operator to use both hands—and also supplies strength for arthritic hands of a handicapped worker. *2*) The modification of many "stand-up" jobs to "sitting" jobs. Lower-

Want to See for Yourself?

Groups of interested industrial personnel may make arrangements for seminar discussions and/or tours of the plant of Abilities, Inc., by contacting Mr. Raymond Leizer, Administrator, Human Resources Corporation, Albertson, Long Island, New York.

Where Do They Get Such Men?

HUMAN RESOURCES CORPORATION, the research, teaching, and training division of Abilities, Inc., started its work with a plant tour and seminar for representatives of some of the biggest companies in the country. When the tour was over, four of the top men in Abilities gave short talks describing the company's methods, telling how they ran their departments. They made a striking impression—all in wheel chairs, all Abilities trained, all astonishingly young for the top-management responsibilities they carried in a company already grossing more than half a million dollars a year. Art, at 27, was the oldest of the four. When they had finished, a personnel man from one of the big firms turned to Henry Viscardi, the president of Abilities, with an admiring comment.

"Where do you get men like these?"

"From your rejection lists," Viscardi replied with a grin.

ing the machinery not only helps the handicapped person, but also reduces fatigue for the nonhandicapped operator. *3)* Modification of the arms of wheelchairs so that typists can roll their chairs closer to their desks and typewriters. *4)* Substituting a foot control for a hand control or vice versa to meet a particular need.

Implications

Visitors at Abilities often comment that while what we show them is interesting and impressive, it really doesn't apply to their operations. But, in the light of existing data and what has been reported in this article, the following implications have been set forth for industry.

Motivation is the key in determining who will be the productive workers, handicapped or not. Thus:

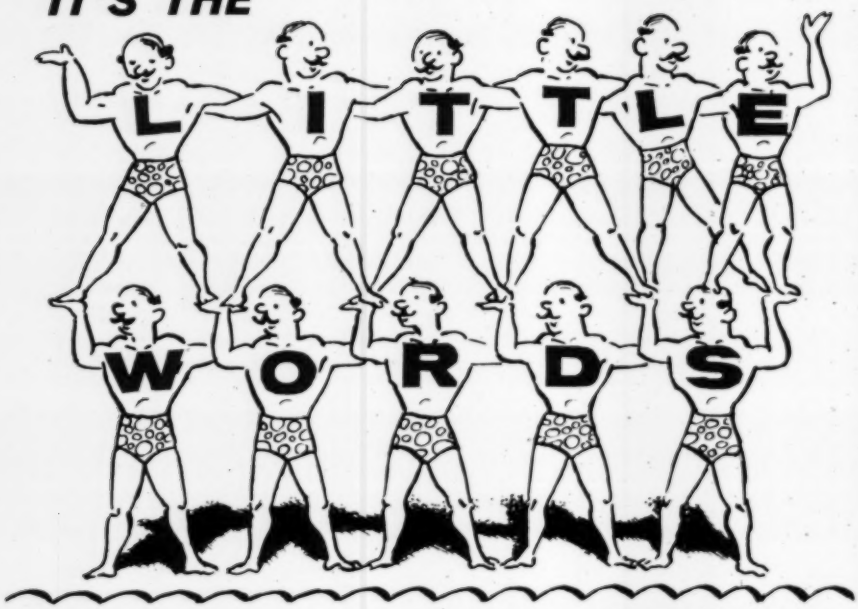
1. While experience is essential for performance on certain jobs, there are many highly skilled, experienced, handicapped workers. Thus the criteria for the acceptability of the worker should be a person's ability and motivation—not his disability.

2. Present policies and attitudes toward handicapped workers should be re-examined. They might be costing money by preventing the use of skilled and capable handicapped people.

(It should be repeated, however, that not all handicapped workers are employable. Some handicapped people make excellent workers, some are unsatisfactory. This, of course, is true of physically normal people.)

If supervisors were willing to accept employable handicapped workers, the number of hard-working, highly productive, regularly attending, and safety-conscious employees would be substantially increased. ♦

IT'S THE LITTLE WORDS THAT COUNT!



By Glenn Kerfoot

Technical Writer
Department of Education
International Business Machines Corporation
Lexington, Kentucky

Don't let big words and fancy phrases cloud your meaning.

MARTY PHILLIPS, a manager in a large manufacturing firm, recently asked his secretary, Ann Burton, to distribute supplies of a new interview form to each of his foremen. She was also instructed to tell each foreman that more of the forms were available.

Ann delivered part of the forms personally, telling each foreman she saw: "If you need more of these forms, call me."

Returning to her office, she prepared the rest of the forms for mail distribution. Laboriously, Marty composed a memo to send along with them. It read: "In the event that you are desirous of obtaining

additional supplies of the enclosed form, kindly contact this office at your earliest convenience."

Marty handled this simple writing chore in a way that is common in business today. In fact, if the practice of burying a simple idea under pompous, elaborate language continues, managers may not be able to understand each other at all in a few years.

The vicious circle

Unfortunately, many people in business think they have to write this way. New employees eagerly adopt the habits of the old-timers, and a vicious circle of poor communication results. It is impossible to estimate how much wasted time piles up when people compose, dictate, type, reproduce, and try to understand memos and reports that were purposely fogged up with big words and fancy phrases. One can only guess how many important deals have failed, and how many wrong orders have gone out, because of the fog.

Classics of conciseness

No one says that business writers should adopt the one-syllable vocabulary of the first-grade student. However, simple writing can have genuine strength and dignity, and still be understandable. The Lord's Prayer has endured for centuries, though it is written in language a child can understand. Lincoln's Gettysburg Address is a masterpiece of simplicity and sincerity.

Take a look at some of the great statements of history—phrases uttered in the heat of battle by men who wanted to communicate, not confuse. "Don't fire until you see the white of their eyes." . . . "Damn the torpedoes! Full speed ahead." . . . "These are the times that try men's souls." . . . and that World War II classic of conciseness, "Sighted sub. Sank same."

Clarity alone may not account for the enduring popularity of statements like "Don't give up the ship!" but it's doubtful that Perry's remark would be printed in every history book if he had said, "Please be advised to retain control of this vessel until further notice."

Yet business letters, memos, and reports contain far too much fancy, abstract language—too many big words—too many long, windy phrases. The people who write this way know what they're talking about—but they don't say it.

Apprise—or tell?

In business writing, things rarely get started any more. Instead, they are "activated," "instigated," "initiated," or "inaugurated." New policies are "implemented." Equipment is not used, but "utilized." A friendly call is a "visitation."

Managers don't think—they "philosophize." They don't try something; rather, they "attempt" or "endeavor." They don't find out things—they "ascertain." Instead of helping someone, they "render assistance." They don't get things—

What Does It Mean?

WHAT DOES THIS MEAN?

Bubbles of gas, rising from a liquid contained in a vessel, receptacle, or the like, to the surface of said liquid is a phenomenon not witnessed by those who subject such liquid to constant, searching scrutiny.

AND THIS?

Regarding your recent request, we accordingly refer you to the provision contained in your above-mentioned policy contract (as contained on page 4, paragraph 3, second sentence) which, since said provision definitely precludes the contemplated action inasmuch as such action would be regarded as a departure from policy terms and company practices, does not allow us, as a result, the opportunity to authorize completion of such change.

THIS MEANS

A watched pot never boils.

AND THIS

We cannot make the change as you asked, since it is not allowed under the terms of your policy.

—from EFFECTIVE LETTERS, March/April, 1959

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they "secure" or "obtain" them. They see only the things that are "readily discernible."

Business-letter writers don't just know something; they are "cognizant of the fact that. . . ." Something that is proper is "appropriate," and facts must always be "pertinent."

A man is no longer paid for his work. Instead, he is "compensated," "remunerated," or "reimbursed." Things don't even end any more—they are "terminated" or "finalized";

they're "completed" or "concluded."

Henry Watson Fowler, the grand old man of English usage, once said, "Those who run to long words are mainly the unskillful and tasteless. They confuse pomposity with dignity, and bulk with force." America's famous industrial-readability counselor, Robert Gunning, adds that "most writing you meet in business is harder reading than it should be."

A manager who thinks he needs big words to express a simple thought or idea is wasteful. He wastes his own time and the time of the people who must understand and use his communications. His employees and associates may even smile at his efforts to show off by parading his education before the public.

The habitual user of big words and fancy language is more interested in impressing people than in expressing thoughts. Unfortunately, in most cases he succeeds in impressing only one person—himself. ♦

"Okay, Schwartz—let's get busy."

WHAT IS INSUBORDINATION?

Sure, you can call it insubordination—but can you prove it?

WHAT IS INSUBORDINATION? Look up the word in the dictionary, and you'll find it means disobedience or mutiny. But in industry, a dictionary definition won't go very far. You must back your charge with fact, or else you may see your case ruled off the track by a technicality—especially in discipline cases that arise out of alleged instances of insubordination.

It's true that an employee may have an insubordinate attitude, yet remain entirely innocent of a *provable* act of insubordination. That's why even an experienced supervisor sometimes falls flat on his face in handling this type of disciplinary problem.

For one thing, the charge "insubordination" looks temptingly easy. Any union will agree that management has the right to manage. A union will also admit that this right includes the power to dismiss a man who refuses to obey the reasonable orders of his superior. Arbitrators have consistently supported companies when supervision clearly demonstrated that an employee had deliberately disregarded orders or refused to comply with published rules. Any other point of view would mean chaos.

There is no argument over a company's right to discipline or to dismiss an employee for insubordination. The difficulty lies in proving it. That's why a supervisor who acts impetuously in discipline cases may run into trouble. Let's say a supervisor directs an employee who constantly causes problems. But he can't find a charge that accurately describes the man's misconduct. At last it dawns on him: "How about insubordination? Next time that fellow gives me an argument, I'll fix his wagon."

What the supervisor is doing is attempting to punish the employee for an attitude, not an act. Unfortunately, the fuzziness of his case may cause a reversal of his decision.

Decision making under pressure

Of course, it's human for a supervisor to want to throw the book at an employee who rubs him the wrong way. Often the employee deserves it, too. His attitude over a long period of time may have scraped the supervisor's temper raw. Even though the supervisor can't put his finger on particular acts deserving punishment, he knows the man is not pulling his weight. What's more, he is having a bad influence on the work group.

But he's smart. His boss has never been able to tag him with a rule infraction. Finally it happens. He does something, says something, that sets the supervisor off. His offense may not be too serious in itself; with someone else it might have been ignored. But this fellow has been asking for it. He's ready for the boom, and the supervisor is set to lower it. All the anger, all the past frustrations, are wrapped up in one hot charge—insubordination.

Can you make it stick?

What happens next? The supervisor can't make it stick. He's angry with himself and with everybody else because his decision is reversed. He didn't back it with facts. But he's human, and he grumbles, "How can I keep discipline when I don't get support?" This complaint is all too understandable.

But let's think this over. A supervisor is supposed to have the judgment and intelligence required for objective thinking; that's one reason he got the job. Another reason is that he is presumed to have leadership abilities, including the ability to function under pressure. And, of course, as a supervisor, he has labor-relations responsibilities. Yet here he has made a mistake under pressure—has permitted anger to fog his thinking. This has fouled up his la-

This article has been adapted from *The Personnel Manager*, a monthly supervisory-development newsletter published by The Pennsylvania Railroad Company.

bor relations (and the company's) and has put him behind the eight-ball.

A supervisor has not only the right, but the obligation, to discipline employees for insubordination. If a subordinate refuses to obey reasonable orders, the supervisor must move in fast. Clearly, the man is insubordinate. Clearly, the supervisor must act firmly and decisively to restore authority. If he fails to do so, he destroys the machinery of management. But there is a big difference between punishing an employee for an actual act of insubordination and using the charge in a scatter-shot blast to discipline him for an attitude the supervisor doesn't like.

The case of the delayed lunch period

Here is an instance:

At one place on our railroad the question of meal periods was a sore subject. Our operating agreements set time limits for lunch periods: A 20-minute lunch period must be given between 4½ and 6 hours after a yard employee begins work.

At one location, yard crews spent part of their time near the point where they began duty. Their lunches could be conveniently kept in lockers. But for part of their working day, the men were away from headquarters at a place where they couldn't buy food.

The operation seldom required a crew to be absent from headquarters for more than an hour and a half. This meant that the men could usually have lunch at their headquarters during the allotted time.

For some reason, perhaps for convenience, it became the occasional practice of supervision to order crews to stop for lunch not only before 4½ hours, but also at a time when they were far from headquarters. This was contrary to the schedule agreements.

All this is background to an incident that led to a charge of insubordination—a charge that could not be upheld. It happened like this:

A supervisor telephoned an order to a yard conductor and his crew to take their lunch period before the 4½ hours was up, and at a point where the men could not get their lunch boxes.

The conductor replied that he intended to request a lunch period when he reached headquarters. He added that the ordered lunch period was outside the prescribed time limit, and that the men did not have their lunches with them. But note: The conductor did not say he would not carry out the supervisor's orders. He merely reminded his superior of the terms of the agreement. Nevertheless, the supervisor considered his act insubordinate. He held the conductor out of service and told him to put the next man in line for his job on the phone. When the second member of the crew picked up the phone the following conversation occurred:

"Tell your crew to take its lunch period now."

"The crew is already taking the twenty minutes off. The conductor gave us your order to take the lunch period now."

(Here was first-hand evidence that the supervisor's directions had been obeyed.)

The employee added:

"When I get back to headquarters, I intend to request my lunch period."

The supervisor lost his temper. "You are held out of service for insubordination," he snapped.

One of those days?

There is no intent here to criticize any supervisor. But regardless of pressures, discipline cannot be administered in an arbitrary or capricious manner. This supervisor probably had his troubles. We don't know what human factors caused him to act so abruptly. Perhaps he was just in a bad humor. Perhaps the conductor had given him headaches in the past. Perhaps he was harassed by emergencies. Maybe it was just one of those days when things go wrong.

The reader can look at the problem objectively. He can see the mistakes, can tell what should have been done. He can point out that the supervisor should have made certain his orders were reasonable. He should have checked to see if he was violating the agreement. He should have judged whether or not the employee was actually refusing to obey his orders before he acted. But that's the beauty of Monday-morning quarterbacking.

Supervision on the spot

The supervisor on the scene doesn't have this advantage. He must act immediately even if he is preoccupied with other matters. Most of us have been in that position. You have problems, job details that demand your attention. You give an order—you want it obeyed. Somebody hands you an argument, or what you think is an argument. Your temper flares, and you magnify the incident.

This may have been what happened to the supervisor in our case of the improper lunch hour. He issued instructions and, in the press of the moment, it seemed to him that they were being flouted. But the employee's protest was not an actual refusal to follow orders. The

Before You Charge Insubordination—
INVESTIGATE!

1. Make sure your orders are reasonable and clear.
2. Check to see if you're violating a union agreement.
3. Judge whether or not the employee is actually refusing to obey orders.

supervisor didn't see that. He moved before he thought—moved too far to pull back. He hadn't investigated. He had decided what to do on incomplete information. Had he been calmer, he would have realized that his original order had been obeyed when he talked to the second member of the crew, who reported that the conductor had issued the correct instructions. At this point, an unpleasant situation could have been avoided if the supervisor had spoken to the man he suspended and returned him to his job. Instead, he compounded his error by disciplining the second man.

Investigation—key to sound decisions

That's why it's important to investigate before you make a decision. If you have the facts, you avoid the consequences of premature action. Here's another instance: A supervisor was told by a conductor that a brakeman had refused to take a car down the hump. Insubordination? Sounded like it. But the supervisor checked and discovered that the car was heavily loaded with ore. The brakeman had not disobeyed the order, but he had requested permission to get a brake club. Actually, the instructions at this location required that a brakeman have a brake club.

The supervisor talked to the brakeman—learned that he was perfectly willing to take the car down the hump as soon as he had the brake club. He was afraid that he couldn't stop it without one.

This was no case of insubordination. The original order had not been disobeyed. The brakeman had simply asked to get the tool he needed to carry it out. Actually, he was following rules. If the supervisor had acted on incomplete information and held the employee out of service for insubordination, he could never have found the facts to back his charge.

Today, it's leadership

Years ago, the boss held almost absolute authority. He didn't have to explain his actions or justify them. If he said an employee was insubordinate, that was it. Supervising was simple. But it was based on order giving, not leadership.

Today, a supervisor must master skills to handle tricky problems in employee relations. He must accept his full responsibilities for administering the terms of union agreements. He must understand the implications and possible results of his employee-relations decisions.

One supervisor said: "Sure, I complain that I don't get support when my discipline decisions are reversed. And I've said that labor-relations procedures are too complicated. If I want to get a job done, it annoys me that I can't cut through regulations. If an employee is loafing on the job or has the wrong attitude, I want to bring him up short. But I've learned that the more careful I am

in employee relations, the easier my job becomes."

The support is there

A supervisor's job is to get work done. He accomplishes his assignment by directing and coordinating the efforts of his people. Formal agreements with labor unions broadly define the procedures used in maintaining discipline. But they do not take away the supervisor's authority to require employees to carry out his reasonable instructions.

True, the supervisor's acts can be questioned if the employee thinks they are arbitrary, capricious, inconsistent, unfair, or unsafe. But if he is living up to his leadership responsibilities, he wouldn't have it any other way. He doesn't want to be a dictator. And he knows that if he has the facts to show that his decisions are based on sound judgment, a firm knowledge of the union agreement, and the objective fair play that an employee has the right to expect from his supervisor, he never has to worry about support from management. He has built that support into his own cases by his sure-fingered handling of personnel and labor relations.

What do you do?

So what do you do the next time you are faced with what looks like an act of insubordination? One of two things. If the circumstances clearly show that the employee is refusing to obey reasonable orders, you discipline him promptly. But if he is guilty of some other offense, you charge him properly *with that offense*.

If You Want Your Action to Stick . . .

Don't let anger fog your thinking.
Don't be arbitrary or capricious.
Don't try to punish an employee for his attitude.
Don't make "insubordination" a catch-all charge.
Do be fair.

How can you judge if you are administering discipline properly in what may appear to be a case of insubordination? The following check list may be helpful.

Ask yourself:

1. Is my order reasonable?
2. Is it in line with the union agreement (if any)?
3. If it does not conform with the agreement, have I explained the situation to the employee? Does he understand why emergency circumstances make my order necessary?
4. Is my order clear? Does the employee know exactly what I want him to do?
5. Am I sure the employee is actually refusing to carry out my order? Or is he merely questioning it for clarification?
6. Am I permitting personal prejudice to sway my judgment? If the

employee were someone else, would I be likely to charge that person with insubordination?

7. If I am acting on the information of a subordinate, am I simply taking his word for what happened? Have I investigated the situation? Am I sure of my facts?

8. Am I letting bad temper influence my decision?

9. Is the charge of insubordination the right one? Or am I using it because I don't know how to frame a proper charge?

10. Did I trap the employee into a position where he appears insubordinate because I thought this was an easy way to get him out of my work group?

11. Does personal pride have anything to do with my decision? Do I know I'm wrong and refuse to admit it because I don't want to lose face?

12. Is my decision fair and consistent with good employee-relations practices? Does my punishment fit the offense? ♦

By J. Kesner Kahn

Spiegel

Explain the "why" of a job or an order—and you may get even better results than you bargained for.

"BOSS! YOU'RE IN MY WAY!" This is not a common expression. Rare is the subordinate who would or could say this; but all too often, the boss *is* in the way. He gives orders, tells what to do and how to do it, issues policies, and renders decisions—*period!* Intentionally or otherwise, we handicap subordinates by failing to tell them *why* the job should be done.

Every person has untapped potentials. Everyone has knowledge and skills beyond his job requirements that could be applied if we only let him use them. To tap these potentials does not require skilled techniques, special training, or a plant-wide campaign. It is simply a matter of always explaining *why* you want something done, *why* a certain decision has been made,

what you expect to accomplish.

When a new air conditioner was being installed in our office, I heard Smitty, the maintenance man, ask the carpenter: "Joe! Gimme somethin' to drive these here nails." I pondered this statement. Why hadn't he just asked for a hammer? Was Smitty so dumb he didn't know that he needed a hammer to drive the nails? Or was it because he knew that there was a variety of hammers, including one that was right for the finishing work he wanted to do? Smitty got the right hammer for his job—not just a hammer. And I learned the value of phrasing even a small request so that understanding is conveyed, so that the other fellow knows what you really need and can comply with your request in the best way.

They told why

The late Dr. Thomas Midgley, Jr., who headed the research project that developed "Ethyl" gasoline, once told a group of chemists how, after years of work, the research group finally broke through to the solution. He said that along the way they had developed a theory that a pigment added to the gasoline would help spread the heat more evenly throughout the entire mixture in the cylinder; and that during combustion, this would reduce engine knock. (This is not why "Ethyl" gasoline is red.)

They wanted to test out their theory. A messenger was sent to the stockroom with these instructions: "Get some aniline dye. It's to color this gasoline." (Note that the first sentence is limited to instructions, but the second conveys understanding.)

But the stockman had no aniline dye and would not be able to get any until the next day. "If you just want to color some gasoline," he suggested, "use this." He handed over a bottle of iodine.

It worked. The knock in the test engine was reduced. The way was open that led to the development of today's high-compression engines, which mean more power and less weight, higher efficiencies and lower costs.

The next day, the aniline dye arrived. It, too, was run in the test engines, but it had no effect: The knocking continued unabated. The theory had been wrong, but obviously there was *something* about iodine that would stop knocking. With this information, chemists moved on to develop the even more effective antiknock additives that we now find in "Ethyl" gasolines.

An important contribution

The focus of the story is the stockman. His job specifications did not call for the degree of knowledge that enabled him to suggest iodine as a dye to color gasoline—but nevertheless, he did have this knowledge. Had he merely been asked for aniline dye, he would have had to say "We haven't got any

THE BOSS CAN BE THE BLOCK

THE VICE-PRESIDENT of a large hardware-manufacturing company initiated an extensive—and expensive—work-simplification program in his plant two years ago. Outside specialists set up the program and trained foremen and superintendents in maintaining a continuing job-improvement analysis. When the expected payoffs failed to materialize, the V.P. looked for blocks to the program. He thought he had the trouble pinpointed in the negative attitudes of the foremen and superintendents, who seemed reluctant to go all out in accepting the changes necessary to make the plan work. The program coasted to a halt.

In the meantime, he learned how to conduct a nondirective interview, and decided to apply this approach to remove the blocks he considered responsible for the failure of his work-simplification program.

Listening to one of the plant superintendents, the vice-president was shocked to hear himself accused (indirectly) of being the major block! The basic complaint was that the V.P. had either diverted or stalled many proposed changes that didn't agree with his own notions of how the job should be done. Naturally, after getting the runaround time and again, the foremen lost interest. They stopped risking the snubs they got whenever they presented a work-improvement analysis.

As a result of the interview, the vice-president spent several days reviewing all the previous work-simplification proposals, and he found that many of them merited a trial. He started to push the program again, keeping his mind and his office door open.

After three months, the program has saved $65,000, and has opened the way to further savings. Speaking strictly off the record, the vice-president now sheepishly admits that 75 per cent of these gains came from proposals he had previously turned down.

—from *Communication in Action*
American Management Association

now; I'll get some to you tomorrow." And the iodine discovery would not have been made. Because understanding was conveyed, because the stockman knew "Why" and "What for," he was able to make an important contribution.

Convey understanding

In simple matters, our subordinates can easily surmise without explanation what we want done, how we want it done, and why. They infer from this what they should do. (If this weren't so, when you asked

the office boy to "throw out" some papers, he might just throw them out the window.) Perhaps that's why we often forget completely to convey understanding, even on the assignments that are a good deal more complex.

Don't be the boss who stands in the way. Let your subordinates and associates know what you are trying to accomplish. When there is understanding, morale will improve, dispatch will supplant hesitancy, and the "fringe abilities" that employees would like to use will be working for you. ♦

Bargaining for Bagels

OFF-BEAT FRINGE BENEFITS are appearing more often in union contracts these days. The International Association of Machinists, for example, has several contracts in which members get a day off each three months to conduct personal business. A New York brewery allows workers to consume its beer at certain times during the working day, and a bakery's employees can take home 24 free bagels daily.

One New York concern bestows an extra day's pay on the anniversary of each worker's employment. A Seattle meat-cutters' contract requires assurance that workers are in good physical shape before they are fired. No worker, the agreement states, shall be dismissed "during or immediately following an illness or accident."

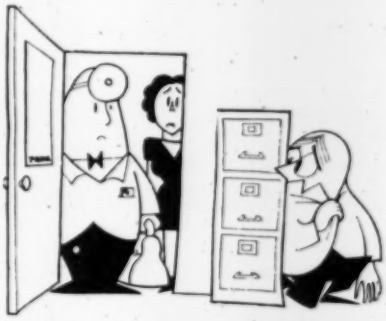
—Industrial Relations News

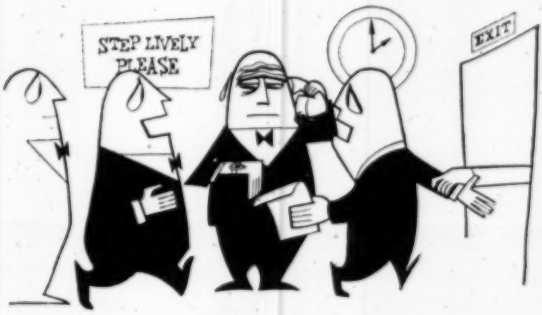
WHAT TO DO TILL THE DOCTOR COMES
A HANDY HEALTH GUIDE FOR MANAGERS

ONCE UPON A TIME, people used to think that managers paid for their success by exposure to a whole host of insidious "managerial ailments." Today, however, some medical spoilsports allege that a manager, given reasonable care, can last as long as a plumber or a piano tuner. This, if true, does tend to rub some of the gilt off the managerial halo.

Nevertheless, martyrdom is still within the reach of any supervisor who is really determined to live dangerously. All that's needed is a bit of know-how. For instance:

Stay away from doctors. Regular medical examinations are for sissies, not human dynamos. Only a sniveling hypochondriac would enter a doctor's office under his own power.



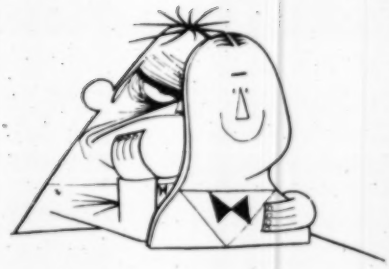


Keep a taut schedule. Your time is the company's time, so don't waste one precious minute. Why coddle yourself with an occasional breathing spell? You're not being paid to breathe!

Use your nights constructively. Why waste time sleeping when everyone knows the small hours are most favorable for flashes of creative insight? If your eyes persist in closing, mull over P. J.'s hint last week about possible cuts in your department.

Inspect everything personally. Why rely on quality control? They made a mistake back in '49. Better give each item a quick once-over to make sure it's been done right—i. e., the way *you* would have done it.

Never drop your guard. Keep up your dukes—and your Adrenalin level—at all times. The boss asks you to lunch? He's planning to probe your inadequacies. A subordinate makes a suggestion? Watch him—he's gunning for your job!



Smile if it kills you. What if the sump pump does break down while you're trying to make a deadline? What if the boss does turn down your carefully considered plan without a hearing? Maintain a calm, imperturbable exterior at all costs. What's happening to your insides is nobody's business but the surgeon's.

Be a visiting foreman. Your vacation gives you a perfect opportunity to see how they do things in the Rocky Mountain Division. After you've walked through the plant, had a look at the new equipment, and sat in on a foreman's meeting, you can probably manage to get into the semifinals of the Divisional golf tournament.

Keep climbing. If you're a supervisor, aim for production manager. Then, why not set your sights on a vice-presidency? Once you're a vice-president, nothing can stop you. Resolutely disregard any twinges, murmurs, or medical warnings that might tend to slow you down. An impressive obituary is worth all the effort.

• *Text by* LYDIA STRONG
• *Drawings by* AL HORMEL

LET'S GET DOWN TO CASES

Every month, SM presents true stories of tough situations supervisors have faced. The core of each story is an unsolved problem.

How would you handle it? Your answer and the steps you take in arriving at it can be of the utmost value to you.

If you consider the cases by yourself, it might be worth while to jot down your questions, your reasoning, your decisions.

Or, discuss one or more cases with a group of people—fellow supervisors, family, or friends. You'll find that each person has his own way of looking at the problem.

License to Hunt

LARRY BERGER is foreman of a weaving room at the Wyckoff Woolen Mills in Three Rivers, Utah. This morning he was approached by Art Felix, one of his operators.

Art: Say, Larry, how's chances for getting Thursday and Friday off? Phil Eastman just invited me to join him on a hunting trip in the Grand Tetons. The season opens Thursday.

Larry hesitated a minute while some thoughts raced through his mind.

Art is a good man, and he's never asked for a favor up to now. And Phil Eastman, the quality-control man . . . I owe him something too. Only last week he got his crew to help me straighten out the trouble with Loom 4. He's coming along fast, too . . . been a real fair-haired boy with top management . . . people think he's slated to be the next mill superintendent . . . but just the same . . .

Larry: (speaking to Art now) Haven't you taken all your vacation, Art?

Art: Sure—in May. But you know,

Larry, for the past three years now, I've been taking my two weeks to fit in with the weaving room's schedule—and I haven't been able to get away during the hunting season since then. What the heck—I'm not asking for a week off with pay—just a couple of days' leave of absence.

Larry looked dubious.

Art: I'm not the only one excited about this trip, either. Phil's counting on me. I promised to guide him to a terrific spot I know . . . . Well, you know how it is. You like to hunt, Larry; you ought to understand how I feel about it.

Larry: Sure, I like to hunt, Art. So do most of the boys in the department. In fact, I've already had to turn down three requests for extra time off. Let me explain it, Art. This is nothing new—the same thing comes up every fall. We've tried every way we could think of to keep the mill operating and still give people time off during the hunting season. . . . In slow years—that was before your time—we'd even work on skeleton crews so people could go. But this isn't a slow period. Some crews are already working overtime. If I give you time off, what am I going to say to the three guys I turned down?

Art: How come Phil Eastman can get away, then?

Larry: That's up to his boss. They may not be as busy as we are.

Art: In other words, I can't go.

Larry: Have you considered how the other operators might feel about you if they thought you were getting special privileges?

Art: I don't see where their feelings matter so much . . .

Larry: Look, Art, I thought you were interested in becoming a supervisor. You're a good operator and you've got the technical skill. But whether or not you make the grade depends on your leadership ability. If the other operators start thinking of you as a sharpie looking for special privileges, that might make things difficult.

Art: Well, I guess it doesn't pay to level with the boss. The boys were right—if I'd made some excuse about illness in the family, I'd

have got the time off fast enough —and with pay, at that.

Larry: Yes, you certainly would have, but I wonder if the hunting trip would be worth the risk. This is a small town, you know. Word gets around . . .

Art: Well, I still think you could give me a break. I've more than pulled my weight around here, and you know it. Last summer, when you asked me to help you out of a tight spot by working weekends all July, I did. And this is the first time I've ever asked you for anything.

Larry: I wouldn't be doing you any favor, Art. I'm sorry.

As Art left, it was plain that he was unhappy over the decision. Later on in the morning, Phil Eastman called.

Oh, no! Larry thought when he heard Phil's voice. *This is all I need. . . . Just because he's management's fair-haired boy, don't tell me he's going to start meddling in my business! . . .*

Phil: Larry, I don't mean to mix into your business or tell you how to run your shop; but Art's pretty disappointed about that trip. So am I.

I've got to take the trip now, if I'm ever going to, because just after I get back, I may be involved in something kind of special.

You're not going to be difficult about this, are you? Isn't there some way you could make an exception for Art? Y'know, Larry, I may have a chance to return the favor some day. . . .

Consider these questions—and ask your own:

1. Should Larry reverse his decision? Why or why not? _____
   _____
   _____

2. Did he handle the situation well? ___ Yes ___ No. If not, how would you have handled it? _____
   _____

   Could he or should he have decided some other way? ___ Yes ___ No. If yes, how? _____
   _____

3. Do you think Art deserves some extra consideration?

_____ Yes _____ No. If yes, what sort of reward could Larry give him without violating company policy?

_____

_____

How sound are Art's arguments? Give reasons. _____

_____

_____

4. How much of an obligation does Larry owe Phil? _____

_____

How seriously should Larry take what Phil says? Give reasons.

_____

_____

5. Does your company have rules or policy covering this type of situation? If so, what are they? How do you implement them?

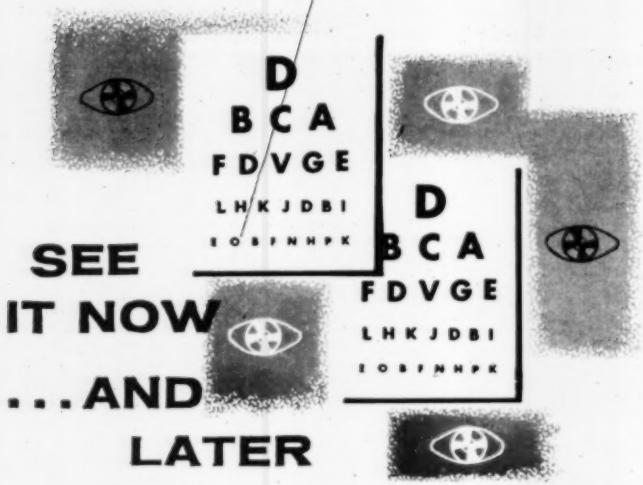
_____

_____

Ever Been

Stumped For An Answer?

Let's Get Down to Cases features true situations in which supervisors *have* been stumped for an answer—at least for a while. What has been your toughest, or most interesting case? Or how would you solve the case you've just read? Please send your contributions and comments to Let's Get Down To Cases, Supervisory Management, American Management Association, 1515 Broadway, New York 36, N. Y.



By Franklin M. Foote, M.D.

Executive Director
National Society for the Prevention of Blindness

Protect your vision for the years to come.

HALF OF ALL BLINDNESS is preventable. This is not just wishful thinking based on the hope of still-undiscovered cures. Instead, it is a conviction based on the knowledge, skills, and devices available to everyone today.

One of the steps that can help reduce the needless loss of sight is a simple one—so simple that many people tend to overlook it: an eye examination at least once every two years. This is particularly important for anyone over 40.

The importance of the eye examination as a preventive measure cannot be overemphasized, because early detection and treatment are vitally important in providing optimum effectiveness in the treatment of most serious eye conditions.

Glaucoma

The need for early detection and, consequently, early treatment is seen nowhere more clearly than in the case of chronic glaucoma. Often called "the sneak thief of sight," glaucoma is characterized by increased fluid pressure within the eye, destroying the nerve endings that receive sight. Side vision is lost

first. Then, if the disease continues unchecked, more and more nerve endings become permanently damaged until total blindness may result.

Unfortunately, this nerve-killing pressure usually does not cause pain which might warn the victim of its presence. It is estimated that at least a million Americans have glaucoma, but, because of the insidiousness of the disease, at least half of this number are unaware that they are slowly going blind.

Science has not discovered the cause of glaucoma. It *has* developed drugs and surgical techniques, which, if applied early enough, can arrest the progress of the disease and prevent further loss of sight in most cases. But sight lost prior to treatment is lost forever—it cannot be restored.

To guard against glaucoma, which strikes one person in 50 over age 40, have your eyes examined at least once every two years and be alert for these symptoms, which may indicate the onset of the disease: frequent change of glasses, none of which is satisfactory; inability to adjust the eyes to darkened rooms; loss of side vision; blurred or foggy vision; rainbow-colored rings around lights.

Cataract

Cataract, often seen in older people, is another eye condition that may lead to unnecessary blindness. A cataract may be described simply as a cloudiness of the lens inside the eye. This cloudiness blocks the passage of light through the lens.

Fear, resulting from a lack of knowledge and understanding, plays a large part in blindness from cataract. Many cataract sufferers could be helped by surgery, but are reluctant to have the attempt made.

Just when a cataract should be operated on depends upon its type. Although the general rule is to operate when the better eye is no longer able to serve the patient satisfactorily, damage can result in some types of cataract if the operation is delayed. Early detection, then, is of prime importance.

Ophthalmologists estimate that sight can be restored through surgery and special eyeglasses in approximately 90 per cent of all cases in which general health is good and there are no additional eye complications. A well-informed friend or relative, working with an ophthalmologist and providing encouragement and direction, could be instrumental in providing years of useful vision for a person afflicted with cataract.

Children's eyes

The primary responsibility for the good health of children's eyes lies with the parents. In fact, it begins even before birth, with the proper health and diet of the mother.

As the child grows older, parents should realize that he has no standard of comparison for judging his

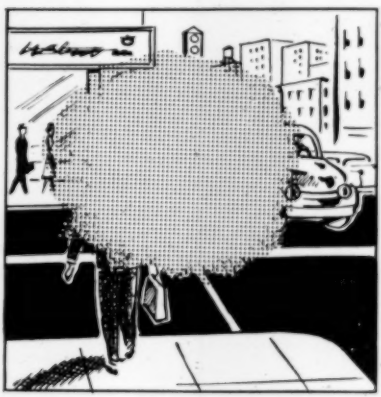
own ability to see. He may go along for years thinking that everyone else sees a blurred image, because he has never seen clearly. Parents should be aware of the signs that may indicate an early eye problem.

The danger signals are excessive blinking, frowning, or rubbing the eyes as if to brush away blur. The youngster may cover one eye, tilt or thrust his head forward when he looks at either faraway or nearby objects. A small child may refrain from games that need distance vision, or he may stumble over obstacles in his path.

Crossed eyes, swollen, red-rimmed, encrusted eyelids, recurrence of sties, watering, and squinting are all signs that a youngster needs a professional eye examination.

Whether or not there are signs of trouble, every child's eyes should be examined by age four—before he enters school.

It is a widely held misconception that a child's eyes cannot be tested until he can read. Actually, children will respond to a simple eye test even at age three. To wait until after a child can read opens him to the risk of retarded educational devel-



How a scene would look to a person with normal vision (top left), with glaucoma (bottom left), and with cataract (bottom right).

opment and emotional problems stemming from an undetected eye difficulty. Also, the earlier eye trouble is detected and treated, the better are the chances for achieving the best possible results.

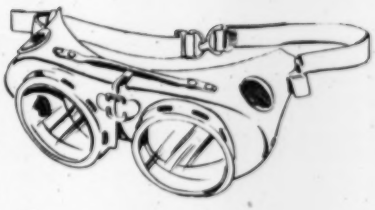
New problems—old principles

Toys often present risks of eye injury. Through the years air rifles, arrows, and toys with sharp edges have taken their toll. Today there is an added threat of serious proportions: unsupervised rocketry. The amateur rocketeer uses volatile fuels in a home-made combustion chamber. Few people, if any, appreciate fully the power of these fuels.

But in spite of a wider variety of threats to vision through accidental injury, the principles of good eye safety for your children are the same today as they have always been: Keep sharp instruments away from your youngster; make sure that his toys are suitable for his age; supervise play as much as possible; teach your child never to rub his eyes with dirty hands; if he wears glasses, consult your doctor about safety glasses and, in case of injury, consult a physician promptly.

Accidental eye injuries

Along with the blessings that flow from scientific advances comes the problem of increased injuries. Our eyes are particularly vulnerable: Each year more than 400,000 eye injuries occur at work, home, play, and school.



Heavy-duty goggles for welding and other hazardous work are just as important in home workshops as at the plant.

There is one conclusively proven way to reduce the human suffering and financial loss that often result from severe eye injuries. That is the use of safety eyewear whenever and wherever it is needed.*

The Wise Owl Club of America, a safety-incentive program sponsored by the National Society for the Prevention of Blindness, now lists 16,000 industrial workers who have saved their sight because they were wearing safety eyewear during an on-the-job accident. Proper eyewear can reduce eye injuries by at least 90 per cent.

Glasses that save sight

Wearing safety glasses in a home workshop or when you're doing those Saturday-morning chores is the key to reducing needless eye injuries in the home.

Industrial-quality lenses and frames are not expensive—particularly when you consider them as

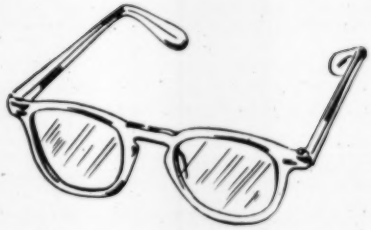
* See *Foresight and Eyesight*, SM, May, 1958.

sound insurance against the loss of an eye. In fact, many authorities urge anyone who normally wears corrective glasses to have his prescription lenses ground on safety-hardened material and placed in fire-resistant frames.

When you work around the house, you put on comfortable work shoes, coveralls, or a paint-spattered hat. Why not make it a habit to wear safety glasses also? You protect your good clothes. How tremendously more important it is to protect your eyes!

Power tools are particularly hazardous to the eyes. For instance, the blade of the average rotary lawn mower, revolving at 2,500 rpm, can hurl a nail or small stone at about 170 miles per hour.

Clip these on to protect the lenses of your regular glasses.



Would you believe it? These are safety glasses! Use them for do-it-yourself grinding and machine work.

Before 1959 comes to a close, approximately 30,000 American men, women, and children will have lost their sight. They will swell the ranks of the 345,000 people already blind.

Each year the toll mounts, partly because of our lengthened life span and the sight-stealing diseases associated with old age. But there are also thousands of people who lose their sight needlessly. Armed with the proper knowledge—and applying that knowledge—many people can prevent this calamity from occurring.

QUESTIONS AND ANSWERS ABOUT YOUR EYES

Q. *Do eyes "wear out" by overuse?*

A. No. If eyes are healthy you cannot wear them out by overuse. If they feel fatigued, the trouble may be that you need glasses, have improperly fitted glasses, or are failing to observe the rules of good lighting and proper eye care. Under proper conditions you should be able to use your eyes as much as you want to without discomfort.

Q. *What is "good" light?*

A. Any light—natural or artificial—is good if there is enough of it, if it's properly shaded and diffused, and if glare is avoided. No light is good if it flickers, if it's too weak or too strong for comfort, or if it is unshaded within the field of vision. Ideal interior lighting simulates daylight as much as possible, avoiding glare and reflection from polished surfaces. Light-colored walls and ceilings are a help. Eyes work best where there is little contrast between the brightness of the surrounding area and the working area.

Q. *Should tinted glasses be worn for night driving?*

A. No. Tinted glasses may diminish glare, but they diminish visibility, too. For safety's sake, don't wear them.

Q. *Do sunglasses provide full protection for a person looking directly into the sun—during an eclipse, for instance?*

A. Definitely not. Even a brief exposure to the direct rays of the sun could result in a burned retina and cause permanent blind spots.

Q. *Will a child outgrow "crossed eyes"?*

A. No. On the contrary, vision in the crossed eye may fail to develop if the condition is not treated early, and the child will grow up without useful sight in that eye. In later years, the eye may straighten and the person may appear normal, yet be partially blind—often without knowing it.

Q. *How can crossed eyes be corrected?*

A. The condition can be corrected by the person's wearing a patch over one eye, by exercises, or by surgery. A cross-eyed child may lose part of his useful vision if the condition is not treated early, preferably by the time he is four.

Q. *Do eye exercises improve nearsightedness, glaucoma, or color blindness?*

A. No. It is impossible for eye exercises to remedy defective vision caused by disease or structural errors. Nearsightedness (myopia) is caused by the eyeball's being too long in relation to its focusing power. Because of this, light comes to a focus

in front of the retina instead of on it. The only way to compensate for nearsightedness is to wear correctly prescribed and fitted glasses. This is also true of farsightedness and astigmatism.

Q. *Are there any conditions that can be helped by eye exercises?*

A. Eye exercises may be helpful when the eyes do not work as a team. These exercises, which help in correcting muscle imbalance, should not be confused with a type of visual training sometimes given to people with blurred vision to enable them to recognize certain specific objects.

Q. *Is it possible to have glaucoma and not know it?*

A. Yes. Chronic glaucoma attacks slowly and painlessly. It is estimated that half the people who have this disease do not know it. Some symptoms are: difficulty in seeing clearly, frequent changes of glasses, headaches or eye discomfort in the morning, loss of side vision.

Q. *What are the symptoms of cataract?*

A. One of the first signs is a blurring of vision. Lights may appear double. A gray spot may appear that moves when the eye moves. These symptoms do not always mean cataract, but they do indicate need for a thorough eye examination.

Q. *Can a cataract be cured without an operation?*

A. No. Other alleged treatments including injections, medications by mouth, and drugs have not only been proven worthless, but may be dangerous.

Q. *Must a cataract be "ripe" before it can be removed?*

A. No. Cataracts do not have to be "ripe" before surgery. In fact, delay in some cases may cause complications or failure. Only a medical eye specialist (ophthalmologist) can determine the best time to operate. ♦

YOU CANNOT PREVENT the birds of sorrow from flying over your head, but you can prevent them from building nests in your hair.
—Chinese Proverb

Digests of the month

Have You Got the "Gift of Gab?"

TALKING COMES as naturally as breathing to many people, yet it is a skill that everyone can improve by applying certain principles. According to one estimate, the typical manager spends over 40 per cent of his time talking—so how well he talks is an important factor in his over-all effectiveness on the job.

Here are some guides to improving this vital skill:

Organize what you say. Probably the most common cause of a breakdown in face-to-face communicating is a failure to give orderly structure to what you are saying. Words flow so easily that it's often difficult to keep them organized. Whether you are expressing facts, opinions, or ideas, keep the sequence logical. Start with the simple and build to the complex. Connect the links with logical transitions.

Choose words to fit the occasion. When choosing your words, keep in mind what you're trying to achieve. Do you want to inform, persuade, or inspire action?

"Custom-make" your communications. Talk that hits the target with one listener may put another to sleep. Tailor what you say to the person you're talking to—and always give him credit for being a bit smarter than you might think he is.

Don't be afraid of repetition. First state your point, then give your reasons for it. Give an example. Finally, summarize your point, using different wording.

Put life in your voice. Vary your volume and your inflection. If you want to stir up interest, be enthusiastic yourself.

Qualify your opinions. Say "To me," or "I think" before giving an opinion. Stating opinions as facts is one of the most irritating habits of conversation.

Don't use vulgarisms. Your language should be able to stand up on its own merits.

*Don't try to impress with fancy language.** Language full of ornate phrasing won't impress anyone; on the contrary, it usually hinders full communication. The person who tries to convince others that he is important usually succeeds in conveying just the opposite impression.

Talk to people, not at them. A belligerent tone of voice inevitably arouses a fighting reaction in your listener. An aggressive manner of speak-

* See *It's the Little Words That Count*, on page 22 of this issue.

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ing may be fine for a top sergeant, but it's hardly conducive to calm discussion.

Don't say, "you're wrong." Nothing will choke the channels faster than this communication killer. It's a phrase that's sure to turn a conversation into an argument.

Try to get your listener to contribute. As you're talking, ask yourself what positive things your listener can contribute and try to guide the conversation to bring them out.

Keep your personal troubles to yourself. If you're miserable about your job, your marriage, or your golf score, don't burden others with your laments.

Be flexible. If you seem to be unsuccessful in making your point, try a new tack. Don't clam up if you're upset by your failure to get through. Silence won't solve any problems.

When you're through, stop talking. Be alert for the point at which there's no real need for further talk. If you prolong the conversation, you'll just be destroying the points that have been made by repeating them to death.

Share the time. If you monopolize the conversation, it's not a conversation, it's a monologue, and you'll soon lose your listener.

• *James H. Morrison*
FACTORY
June, 1959

Hiring the Handicapped Is Good Business

RECENTLY, E. I. du Pont de Nemours & Company made a survey of its physically handicapped employees. It found that almost half of them had safety records above what is considered average for all company employees. More than half had above-average attendance records. And more than 40 per cent had above-average ratings on job performance. There seems to be little doubt, judging from this and other evidence, that handicapped people make highly desirable employees.

The Du Pont survey came up with some other interesting findings. Among them were:

1. People who were already handicapped when they were hired had better records of safety, attendance, and job performance than did workers who incurred their handicaps after employment.

2. The severity of a handicap does not prevent the worker from achieving a high level of performance.

3. Of all the handicapped workers in the company, those in the higher-level occupations had the best performance records; those in lower-level jobs, the poorest.

The survey did not include employees with minor cardiac diseases, diabetics, nor workers with slight limps, minor speech impediments, or other relatively minor handicaps. A total of 1,021 workers—slightly more than 1 per cent of all employees—were considered significantly handicapped.

Thirty-four per cent of this group were already handicapped at the time of their employment. Their ratings showed a clear-cut superiority to those of the workers who became handicapped after employment. About half of the first group were rated above average in safety, compared with a

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third of the workers whose handicaps were acquired later. More than half of the first group also had above-average ratings in attendance, compared with a fourth of the second group. And in job performance, almost half of the first group had above-average ratings, as opposed to less than a quarter of the second group.

These differences indicate that the person who obtains a job despite his handicap has a stronger motivation to make good. Another factor may be that the person who has had a handicap for many years has learned to overcome it and is thus more skilled than the person who has acquired his handicap only recently.

The survey shows clearly that some of the best performers among handicapped workers are those with the most severe types of handicaps—like blindness, paraplegia, amputation. For example, almost nine tenths of the blind employees had above-average ratings in safety and in attendance.

The percentages of handicapped operators, service workers, and laborers with above-average ratings in attendance, performance, and safety were considerably lower than those of the higher-level people with handicaps. Clerical workers with handicaps scored the highest above-average percentages in attendance and job performance, but were edged out by supervisory and management personnel in safety.

For further information, read *Disabled Workers Build Million-Dollar Industry*, on page 12. This is the story of Abilities, Inc., a successful manufacturing plant employing 400 physically handicapped workers.

• *Doris M. Thompson*
MANAGEMENT RECORD
Vol. 21, no. 2

Revolution in Materials

MATERIALS USED by industry are undergoing a revolution. Materials problems, which are the most crucial obstacles to technical progress today, are being solved on a scale and at a pace never before attained in industry.

Why are so many manufacturers switching to different materials? There are a number of reasons:

- New ways of delivering materials, which cut the user's handling costs or enable the supplier to cut his price. An outstanding example is the new easily palletized interlocking ingot designed by Aluminium, Ltd.
- New fabrication techniques, like spark machining, which reduce the manufacturing costs of high-performance but hard-to-work materials. (It is important to remember that materials can either gain or lose strength and other valuable properties in fabrication. For example, the compressive yield strength of some steels is tripled by explosive forming.)
- Recurring shortages, violent price fluctuations, and the danger of dependence on uncertain overseas sources, all of which force manufacturers to seek substitute materials.
- Camouflaging of new materials to look like traditional ones, which eases acceptance.
- The continuous development of entirely new materials of wide applicability, such as plastics.
- The rapid advance of coating, laminating, and material-bending technology, which has given many old materials a new lease on life.
- The trend away from descriptive specifications and toward performance specs. As a result, a manufacturer has greater freedom to specify the most suitable material, rather than the traditional one.
- A withering away of old prejudices against plastics in the metalworking industry. Although the big market for plastics will most likely always be in packaging, toys, and light consumer items, plastics are offering more and more competition to metals in heavy-duty applications.
- Greater willingness of municipal officials to change building and health codes so that builders and manufacturers can use the latest materials. For example, health authorities are now evaluating plastic pipe as a replacement for stainless steel in milking machines.
- The overwhelming demands of the space age and the huge outpouring of money in military R&D, which are stimulating spectacular progress in materials technology.
- The increased availability of once-scarce materials. The automobile industry, once hesitant to specify aluminum because of the aluminum industry's comparatively low production capacity, today uses 125,000 tons a year.
- But the major reason for changing materials is, and always will be, cost. For instance, Deere and Company, in Moline, Illinois, has been using tough nodular (ductile) iron at 12.5 to 13 cents a pound, rather than cast steel costing 25 cents a pound, in some parts of the company's line of agricultural-construction equipment. The payoff on thousands of tons of heavy parts can be substantial.

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Many top companies are setting up formal programs for spurring the adoption of new materials that could help to cut costs or create a more marketable product. In a typical program, a fact sheet is prepared on every material now being purchased. Questions to be answered include: When and why was it originally specified? Has the design of the part or its function changed significantly? What materials do competitors specify in the same situation? What other materials are available with similar properties? Have fabrication procedures changed much in this field? What customer complaints have been received about this product? Has the price changed much since the original specification?

• *Melvin Mandell*
DUN'S REVIEW AND MODERN INDUSTRY
May, 1959

Too Soon to Think of Retiring?

WHEN IT COMES to retirement planning, it may be later than you think. There are sound reasons that a person should do at least some of his retirement planning far in advance. Yet many people tend to put off preparing for retirement until it is almost upon them. Here are some of the objections they raise to early thinking about retirement:

With so many uncertainties, early planning for retirement can't be realistic.

There are few certainties in this world, of course. Naturally, the retirement planning you do at, say, the age of 35 will be of a general nature. As you grow older, your planning will become more specific and more detailed. But your earlier planning will not be wasted. For instance, you may start a savings plan that will give you $50 a month for retirement. Thirty years later, inflation may have shrunk the value of this nest egg, but it won't have destroyed it, and your early planning will have been worth while.

A retirement plan is something you develop over the years. You take a new look at it every now and then, to tailor it to your changing interests, living standards, and hopes.

The earlier a person plans for retirement, the more mistakes he's likely to make.

Mistakes in retirement planning can be made early or late. But with a sensible approach to the problems involved, major mistakes can be avoided. Here are three common faults in retirement planning:

1. Planning to live a completely different kind of life after retirement. People who have never been outdoor-minded plan to go camping the rest of their lives. Someone who has never been active in community affairs imagines that he is going to be a civic-minded public servant after he quits working. A person can—and often should—learn to do new things after retiring, but he isn't likely to succeed in something completely out of character.

2. Lack of sufficient motivation for planned retirement activities. Whatever you decide to do after you retire, you won't be at it very long unless you have something pushing you. It can be a desire to be of service, the need for

extra cash, or the lifelong habit of being on the go, but there has to be some kind of drive.

3. Inflexible plans. Putting all your retirement eggs in one basket can lead to trouble. Many people approach retirement counting on one hobby or activity to fill their time. It fails them for one reason or another: Their eyesight or steadiness of hand is not up to it, or perhaps it's too expensive for the new seven-day weekends. Others may pin all their plans on a move to another part of the country and then find they can't swing it because of family circumstances, poor health, or any number of other demanding reasons.

Whether or not you plan for retirement, it's still a real jolt when you actually do retire.

Even if they're ready for it, few people can face a major change in their way of life without some bad moments. But if the basic problems of retirement have been thought through and planned for, the shock of actual retirement will be only a temporary hitch in the smooth transition to a happy retirement.

• COVERAGE
Employers Mutuals of Wausau
June, 1959

Those Delicious Growth Stocks

A GLANCE at some of the advertisements on the financial pages makes it clear that it is absurdly easy these days to make a lot of money.

Thirty-five-dollar-a-week waiters build a $160,000 portfolio. Sixty-five-dollar-a-week teachers realize enough to donate $1 million to charity. All that is necessary is to get into "rapid-growth stocks presently overlooked by the public, yet offering substantial hidden value now and virtually unlimited growth prospects for the future." Such opportunities are everywhere; one ad stated that 52 stocks are "headed for earning gains of 40 to 180 per cent in 1959." Special "introductory offers" make it possible to get the names of these growth stocks by the simple expedient of filling out a coupon and mailing in a couple of dollars. And so forth.

Now the fact is that a man *can* make a fortune in the stock market, as he always could if he was smart enough, or lucky enough, and lots of people are making money today. The investment need not be big. As it has been pointed out, $375 invested in Electronic Associates would have soared to $6,100 in less than five years. And as the quotations show, Avon Products common, which could have been bought at $33 two years ago, is selling at about $100. Thiokol, which could have been bought for $15 in 1954, has sold as high as $150 this year.

The key word, of course, is "growth." The difficulty is that many of the people talking about growth stocks have no very precise idea what they mean by the term—it is simply the fashionable way of speaking of stocks that, they hope, are going up. Even among the most studious professional investors there is no agreed definition of a growth stock. A considerable body of "growth theory" is building up, however.

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One of the problems, of course, is to distinguish long-term growth factors from the spot situations that can give a stock a few months (or days) of glory. An impending price rise, a surprisingly good quarterly report, a big government contract, rumors of mergers or stock splits—any of these can give a stock a lively ride in today's market without necessarily connoting a basic growth trend.

Also, a company can be situated in a growth industry, and even have a large place in that industry, but not itself qualify as a growth company.

The most difficult distinction of all has to do with timing. It is easy enough to point out stocks that have *been* growth stocks, but some of these may now be approaching maturity while other companies with drab market records may be about to enter a growth phase.

A minimum definition of a growth corporation, which is about all the professionals can agree on, is a corporation whose *earnings per share* have shown an annual rate of increase, over several years, of more than 4 per cent (in constant dollars) or 6.5 per cent (in current dollars), which is about the annual growth rate of the U.S. economy during the postwar period. A corporation that isn't doing better than that is, for an investor's purposes, simply standing still.

But Wall Street is looking for stocks in companies that show an increase of earnings of at least 8 to 10 per cent, which will double a company's profit in seven to nine years. There are many companies that can show such a record over the past few years, but what the growth-stock man searches hardest for are companies like IBM, which on an annual growth rate of over 16 per cent (over the past 12 years) nearly doubles profits every four years. And any Wall Streeter would be pleased to discover "another Polaroid." If Polaroid's growth rate of 42 per cent (over the past eight years) could be sustained, per-share earnings would double in about 23 months.

It might appear that choosing growth stocks shouldn't be too difficult: Just choose stocks that are growing a lot faster than the economy and get aboard. But it would be well to study the problem a bit further. In fact, there are at least nine measurements to be applied to a stock suspected of being a growth stock. The list that follows is *Fortune's* summation of a variety of measurements supplied by some of Wall Street's and State Street's top growth-stock specialists. These experts do not expect any one company to meet each of these nine requirements, and they would argue among themselves about which are the more important, but they would agree that each is a desirable attribute of a growth company:

1. The company should have had at least a three-year history of growth; otherwise the investment may be in a cyclical situation or completely speculative.

2. Although growth companies can be found in mature industries, they are usually found in growth industries —i.e., industries that are growing at a faster rate than the national economy and appear to be capable of sustaining such growth.

3. Over good years and bad for U.S. business as a whole, a growth

company's earnings should increase at a rate of at least 8 to 10 per cent a year. In the face of a general business downturn, the company's earnings should be stable. Earnings on incremental capital (money that is brought into the structure in any form) should be at least equal to earnings on existing capital. Reasonable allowances in this requirement can be made for change in rate as a result of changes in product mix.

4. The closer to the consumer a company's products are, the better its chances are of growth.

5. The company should occupy a top position in its market; its research, production, and merchandising methods should indicate that it will be able to hold this position.

6. If it hasn't yet paid any dividends, there should be an indication that it will begin to pay them in two or three years. Although dividends from growth companies are small when related to earnings (because growth companies always retain a major part of earnings), they should increase along with the increases in earnings.

7. The company's capital, bolstered either by a heavy cash flow (retained earnings plus depreciation) or by the use of credit, should be adequate to support the rate of growth with a minimum of dilution in the shareholder's equity.

8. Management must be alert, imaginative, and in sufficient depth so that changes will have no adverse effect on the company.

9. The size of the company should be considered in relation to its market. Very large size usually represents a high degree of maturity.

• *William B. Harris*
FORTUNE
April, 1959

The Lean Live Longer

LOW WEIGHT and long life are definitely related, a new study has shown.

The study—the first of its kind—dealt with the weight, height, and body build of apparently healthy people over 65 years old. It was conducted by Dr. Arthur M. Master of New York.

The study, involving 2,925 men and 2,694 women from all parts of the country, showed that the frequency of overweight subjects decreases sharply with advancing age from 65 on.

"It is clear," Dr. Master has reported, "that obesity reduces the life span and that the outlook for thin people is more favorable." It was also found that height bears no relationship to longevity.

The "very definite trend" toward decrease in average weight after age 65 may be accounted for by two reasons, Dr. Master noted: 1) A loss of weight accompanies the aging process; and 2) there is a high mortality rate among the obese, which favors survival of a larger proportion of underweight people. Of the two effects, the latter is probably more significant, he concluded.

Giant Steps Against Heart Disease

A DECADE AGO, an adult victim of a heart attack, if he survived, automatically had to quit working, in the belief that work would endanger his life. Today, most of us know or have heard of someone who suffered a heart attack, recovered, and is back on the job.

An Rh-negative baby ten years ago had only the remotest chance of living. Today, the incompatible blood is withdrawn and a complete new supply given, so that the infant may grow to normal adulthood.

A decade ago, arteriosclerosis—hardening of the arteries—was considered the inevitable result of aging processes —with no medical power to prevent it. At the same time, high blood pressure was a complete puzzle to the medical world. Cardiovascular surgery today remedies some of the most advanced cases of arteriosclerosis, and drugs can lower elevated blood pressure.

Ten years ago, infants born with heart and blood-vessel defects were doomed either to death or to a life of invalidism. Open-heart surgery today corrects many of these defects in "blue babies."

Less than a dozen years ago, rheumatic fever, the nation's number-one crippler of children, was believed unpreventable. Today, it is known that this disease is always preceded by a streptococcal infection. Preventing the infection, now possible wth antibiotics, can prevent rheumatic fever.

"The past ten years have been a period of extraordinary advance, producing knowledge through which thousands of lives have already been saved, prolonged, or enriched," recently stated Dr. Howard B. Sprague, lecturer on medicine at Harvard Medical School.

Doctor Sprague was among the nation's outstanding heart and blood specialists who assembled in Washington earlier this year and reported to Congress and the nation on achievements and expectations in the battle against cardiovascular disease.

"These advances," said Dr. Sprague, "have brought us to the threshold of even greater developments, of decisive break-throughs that will make possible the large-scale prevention of diseases that now cut down so many people in the best years of their lives."

Dr. James Watt, director of the National Heart Institute, pointed out that in ten years, dramatic milestones in heart surgery and drug therapy have followed closely upon one another. He asked, "Who can say whether the next ten years may not reveal a means of prevention or cure for arteriosclerosis or high blood pressure?"

Arteriosclerosis

During the past decade, Dr. Irvine H. Page explained at the meeting, medical science has crystallized the important conclusion that arteriosclerosis is not just a degenerative disease, an inevitable part of the aging process. We know now that arteriosclerosis affects all age groups; and we may be close to some answers to it.

Dr. Page listed what he considered several factors in arteriosclerosis.

Hypertension is an important factor. Even a small rise in blood pressure increases the amount of arteriosclerosis.

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Treatment for hypertension has advanced rapidly in the past ten years, and the ailment is now controllable.

Exercise, said Dr. Page, seems to reduce the tendency to develop arteriosclerosis.

Obesity and overeating of certain kinds of fats have long been considered factors that speed the development of arteriosclerosis. There is growing evidence, according to Dr. Page, that saturated (solid) or animal fats in too-great quantities are detrimental, while unsaturated (liquid) fats are less so.

Dr. Page listed six common-sense suggestions for the prevention and treatment of arteriosclerosis:

1. Reduce excess weight.
2. If blood cholesterol (fatlike substance) is high, follow your doctor's advice and try to reduce the level by a change in dietary habits.
3. Reduce the proportion of solid animal fats to the liquid vegetable fats, and cut down on the total quantity of both. A balanced diet is important.
4. Get more regular exercise.
5. Avoid excesses of all kinds.
6. Reduce blood pressure if it is elevated.

High blood pressure

A decade ago, lowering high blood pressure was considered practically impossible. Now, however, the development and use of new drugs has placed treatment of this ailment on the list of medicine's modern miracles.

These drugs have changed not only the treatment, but also our concepts of the nature of this disease. Except for certain forms, the cause of high blood pressure is unknown. The new drugs used in treatment, therefore, were not designed to strike at the cause, but to relieve the elevation of blood pressure. Their action has provided new information on the nature of hypertension and brought medical science closer to knowing its cause or causes.

Dr. Robert W. Wilkins, professor of medicine at Boston University's School of Medicine, says it is now clear that high blood pressure is a hereditary disease that tends to progress with age. He believes that it is worth while for patients with a strong family history of serious high blood pressure to undergo preventive treatment.

Heart and blood-vessel surgery

The advances made in the past decade against arteriosclerosis and high blood pressure have been matched, if not surpassed, by advances in heart and blood-vessel surgery.

Dr. Michael E. De Bakey, eminent cardiovascular surgeon, lists as the most striking features of these advances the increasing intensity of research and the bold ingenuity and aggressive approach in surgical attacks on these diseases. Many conditions considered hopeless a few years ago can now be helped by effective therapy.

New diagnostic techniques

Radioactivity and electronics are rapidly adding instruments of amazing utility in heart diagnosis. X-ray science recently developed the ability to photograph in rapid sequence a series of views of the heart while a dye, injected into the blood stream, passes through it. The faster the blood flows, the more the dye is diluted. From the degree of dilution, the rate of blood

flow can be determined and circulatory diseases detected.

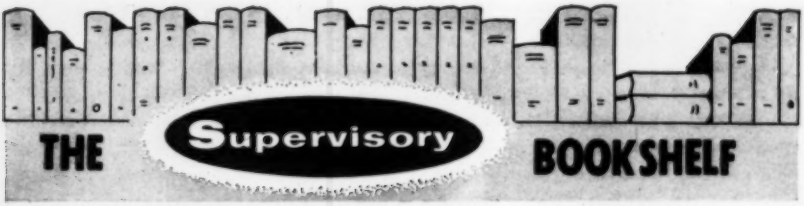
A new device, the image intensifier, gives an excellent view of the heart on the fluorescent screen, and does so with considerably less exposure of the patient to the X-rays. Motion pictures can be made and the living image can be transmitted to a television screen in another room where any number of physicians may study it.

It is now possible to pass a thin tube, called a cardiac catheter, into the left side of the heart (usually by way of a vein at the elbow) to measure pressures behind and ahead of the two valves most commonly affected by rheumatic fever. The catheter, in conjunction with the X-ray, helps to discover regions blocked in arteries by outlining them with a readily absorbed gas (carbon dioxide). Cardiac catheters also enable researchers to record the sound of heartbeats from inside the organ itself.

"Based upon the advances made during the past ten years, and the assumption that cardiovascular research will be highly accelerated and intensified," concludes Dr. Sprague, "I believe that we can look forward to markedly reduced heart disease in young and middle-aged people."

• *Howard Earle*
TODAY'S HEALTH
July, 1959

"Say—isn't that the fellow whose loan you just approved?"



Book Notes

(Please order books directly from publishers.)

ON BEING THE BOSS. By Wilbur M. McFeely. Association Press, New York, 1959. 123 pages. $2.00. In easy-to-read, easy-to-understand language, Mr. McFeely gives practical insights and clues to developing methods and attitudes that build effective leadership. The book's six chapters suggest ways of working with people: Preparing to Be the Boss, The Search for Understanding, "As the Boss Speaks . . .," Developing Administrative Skills, The Tone of Leadership, and Developing the Habit of Growth. Two excerpts appeared in recent issues of SUPERVISORY MANAGEMENT: *Don't Pass the Buck* in April, 1959, and *Must You Be Adjusted?* in June.

STOP HIDING FROM SUCCESS. By Charles A. Cerami. Prentice-Hall, Inc., Englewood Cliffs, N. J., 1958. 182 pages. $4.95. Success in attaining goals, the author states, can be boiled down to a formula he calls *total concentration*—single-minded dedication to the task at hand, the goal in view. The book tells the stories of scores of people who have applied the suggestions successfully in their work. Twenty steps for achieving total concentration are outlined. An excerpt, *How to Cut Your Way Through Confusion,* appeared in the May, 1959, issue of SUPERVISORY MANAGEMENT.

PERSONNEL PRINCIPLES AND POLICIES, 2nd Edition. By Dale Yoder. Prentice-Hall, Inc., New York, 1959. 599 pages. $9.25. This rewritten and updated version of a book originally published in 1952 includes new chapters on supervisory development, management-development programs, wage and salary administration, and job evaluation. Mr. Yoder, in describing current developments in major areas of personnel administration, discusses the growing tendency for employee participation in decision making, and the changing points of view of management.

THE PERSONNEL FUNCTION: A Progress Report. American Management Asociation, 1958. 140 pages. $3.75 ($2.50 to AMA members). This report is based on material presented at the 1958 Fall Personnel Conference of the AMA. It features the experiences and thinking of administrators whose personnel programs have proved to be sound and well directed. Articles include principles of employee relationships, practices and programs in personnel administration, and dealing with the problem employee.

INDUSTRIAL PSYCHOLOGY. By Thomas W. Harrell. **A CASEBOOK IN INDUSTRIAL AND PERSONNEL PSYCHOLOGY.** By Thomas W. Harrell and Jay T. Rushmore. Rhinehart & Company, Inc., New York, 1958. 398 pages, $6.00; 89 pages, $1.50. Combined price, $7.00. A revised edition of an introductory textbook in industrial psychology, first published in 1949, and a casebook designed to accompany it. The text summarizes recent research findings in industrial psychology and contains new illustrations and recommended reading. The casebook presents correlated case problems and role-playing situations based on actual occurrences in industry. Both the text and its casebook cover such areas as supervision, training, motivation, occupational information, personnel testing.

THE APPRAISAL INTERVIEW: Objectives, Methods and Skills. By Norman R. F. Maier. John Wiley & Sons, New York, 1958. 246 pages. $5.95. Dr. Maier discusses three methods of appraisal interviewing: *1)* the "tell-and-sell" method, in which the supervisor tells the employee how he is doing, gets his acceptance of the appraisal, and helps him follow an improvement plan; *2)* the "tell-and-listen" method, in which the supervisor communicates his evaluation and then gives the subordinate a chance to respond or react to it; and *3)* the problem-solving method, in which attention is focused on informal, unscheduled, on-the-job coaching and counseling. The reader is given accounts of six role-playing sessions in which each of the three appraisal-interviewing methods is used for the same problem.

A GUIDE TO EFFICIENT SCIENTIFIC MANAGEMENT PLANNING FOR SUPERVISORS AND ADMINISTRATORS: How to Analyze for Office Automation and Electro-Data Processing. By John W. Sullivan. 1958. 83 pages. $3.25. (Distributed by Civic Center Bookstore, University of Southern California, 206 S. Spring St., Los Angeles, Calif.) Information is given on the process of scientific management planning, how to conduct a management survey, planning and automation, how to analyze costs and sell the plan. Three appendices cover the language of statistics, types of analysis reports, and five basic rules for reducing clerical costs.

THE PROBLEM DRINKER ON THE JOB. By Harrison M. Trice. Bulletin 40, New York State School of Industrial and Labor Relations, Cornell University, Ithaca, New York. 50 pages. Single copies, free to residents of New York State; bulk orders and out-of-state orders, 30 cents per copy. A helpful round-up of recent research on the problem drinker. The bulletin includes a definition of problem drinkers and some exploration of the reasons for drinking and of behavior on the job. There is a run-down of what some firms are doing, and a chapter of suggestions for management.

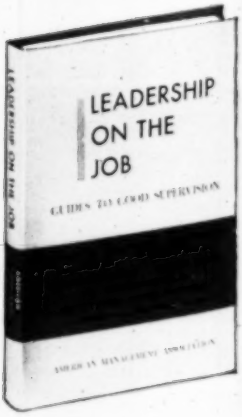
OCCUPATIONAL HEALTH HAZARDS: Their Evaluation and Control. Bulletin 198, U. S. Department of Labor, Bureau of Labor Standards. Available from the Superintendent of Documents, U. S. Government Printing Office, Washington 25, D. C. 36 pages. 25 cents. A brief guide to occupational-health hazards from chemical materials like dust, fumes, and gases; biological agents; and physical agents and conditions such as radiation, noise, and extremes of temperature and humidity. The pamphlet describes types of exposures and gives brief instructions for appraising health hazards and controlling the environment to decrease the health hazard.

A PREVIEW OF THE LEISURE YEARS. Published by Retirement Education, Inc., Cleveland, Ohio, 1959. 32 pages. $1.35 each up to 24 copies; discounts available for more than 24 copies. This colorfully illustrated pamphlet explores such subjects as general attitudes toward retirement, the importance of developing potentially useful activities, financial planning for the future, Social Security, health protection, where to live in retirement, and travel.

MAKING THE MOST OF YOUR YEARS. By Evelyn Hart. Pamphlet No. 276, Public Affairs Pamphlets, 22 East 38th Street, New York 16, N. Y. 28 pages. 25 cents for one to nine copies; rates available for ten or more copies. Retirement brings its share of problems to those over 65, but it can also be a period of growth and development, the author states. The topics discussed include maintaining health; financial independence; recreation; suitable housing; the attitudes of family, friends, and community toward retirement.

An index to SUPERVISORY MANAGEMENT in published annually in the December issue. The contents are indexed monthly in the *Business Periodicals Index* published by The H. W. Wilson Company. SUPERVISORY MANAGEMENT is microfilmed by University Microfilms, Ann Arbor, Michigan.

Basic publications for supervisors . . .



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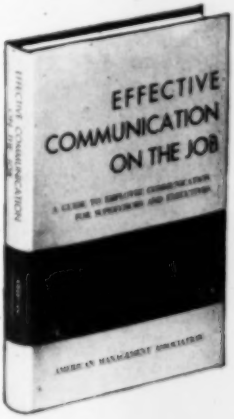

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